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AUTHOR Kalani, Henry
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ABSTRACT

A research project was designed to develop a hospitality education program model for Hawaii's community colleges. Primary data were gathered in a survey of the hospitality industry characteristics, manpower requirements, and training needs. This report of the project covers the following information: history and growth of the hospitality industry in Hawaii; a discussion of Hawaii's current employment statistics and projected employment in the hospitality industry through 1982; and the results (sixty-eight pages) of the skills survey of nineteen occupations in the hospitality industry. Each occupation is presented in a four-column format which includes a listing of what the worker does, minimum skill and knowledge requirements, skill area, and performance standards/objectives for the specific skill. A fifty-page appendix includes statewide employment estimates; correspondence, questionnaires for the skills survey, and a listing of over 100 occupational titles in the hospitality industry; summary report of meetings and correspondence; conference reports and correspondence of campus representatives; and a bibliography. (BL)

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Western Curriculum Coordination Center
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Technical Education
University of Hawaii
College of Education, West Hall 216
1776 University Avenue
Honolulu, Hawaii 96822

EXEMPLARY PROJECT

CURRICULUM GUIDE FOR HOSPITALITY EDUCATION

Part I

U.S. DEPARTMENT OF HEALTH, EDUCATION & WELFARE
NATIONAL INSTITUTE OF EDUCATION

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Prepared by: Henry Kalani

Larry Leuzzi, Research Associate
Lynette Fukunaga, Typist

Kapiolani Community College
University of Hawaii
Honolulu, Hawaii

May, 1975

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CE 014 524

C. BREWER AND COMPANY, LIMITED

James A. Reed
Vice President, Travel and Tourism

P. O. BOX 3470
HONOLULU, HAWAII 96802
TELEPHONE (808) 536-4481
CABLE ADDRESS: BREWER

May 19, 1975

Mr. Henry Kalani, Director
Exemplary Project, UH
620 Pensacola Street
Honolulu, Hawaii 96814

Dear Henry:

As Chairman of the Statewide Industry Advisory Committee, and as Education Committee Chairman of the Hawaii Hotel Association, I heartily endorse the purposes, findings, and recommendations of the UH-Community Colleges' Exemplary Project, "Curriculum Guide for Hospitality Education."

It has been my pleasure to advise you and your staff in this vital project which will be a significant benefit to the state. Members of the Advisory Committee are pleased to join in this opportunity of meeting the needs of our community.

It is the Advisory Committee's hope that a statewide curriculum in hospitality education will be established, implemented, and coordinated in the community colleges of Hawaii, thus serving the present and future needs of this community.

Sincerely,

James A. Reed

The Honorable George Ariyoshi
Governor, State of Hawaii

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Fujio Matsuda, Administrative Officer

Samson Shigetomi, State Director for
Vocational Education

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STATEWIDE INDUSTRY ADVISORY COMMITTEE FOR HOSPITALITY EDUCATION

Nathan Cockett
Vice President
Capitol Investment Company

Bonnie Kaanaana
Personnel Director
Island Holiday Limited

Kamae Kobayashi
President
Hawaiian Pacific Resorts

Clement Judd
Executive Vice President
Hawaii Hotel Association

Randy Lee
President and General Manager
Halekulani Hotel

Glenn Lovejoy
Vice President
Interisland Resorts

Andrew Lum
Assistant to the Regional President
Sheraton Hotels Hawaii

Barbara Nishiiwa
Personnel Assistant
Island Holidays Limited

Jim Osborn
Director of Personnel and
Industrial Relations
MacKenzie Tours Hawaii

Kimo Peltier
Personnel Director
Interisland Resorts

Peter Radulovic
President
Hawaiian Discovery Tours

James A. Reed
Vice President, Tour and Travel
C. Brewer [illegible] Company

Emmett Ross
Tour Division Director
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Hans Strasser
General Manager
Colony Surf Hotel

Dick Tam
Secretary-Treasurer
AFL-CIO

Dave Thompson
Education Director
ILWU, Local 142

Dale Weidner
Personnel Director
United Air Lines

Max Wilhelm
Regional Food and
Beverage Director
Sheraton Hotels Hawaii

CAMPUS REPRESENTATIVES FOR CONSORTIUM EXEMPLARY PROJECT

Reginald "Bud" Carter
Coordinator, Community Services and Evening Program
Kauai Community College

Ron Daniels
Hotel Mid-Management Instructor and Cooperative Education Coordinator
Maui Community College

Herbert P. Halberg
Assistant Dean of Instruction
Honolulu Community College

Ken K. Kamimura
Association Dean for Vocational Technical Education
Leeward Community College

Solomon Y. Loo
Associate Dean of Instruction
Kapiolani Community College

Melvyn K. Sakaguchi
Dean for Educational Services
Windward Community College

Mamie A. Shaffer
Business Education Division Chairperson
Hawaii Community College

A special Mahalo to other persons who provided information through interviews and reactions to preliminary data:

Donald L. Cronkhite
Instructor in Hotel Mid-Management
Kapiolani Community College

Melissa Fontes
Regional Personnel Director
Ala Moana Hotel

Rod Hartness
General Manager
Sheraton Maui

Doreen "Nani" Higashino
Cooperative Education Coordinator
Kapiolani Community College

Fred Honda
Vice President and General Manager
Keauhou Beach Hotel in Kona, Hawaii

Henry S. C. Hu
Vice President, Waikiki Holiday Hotel
Treasurer, Kimball Properties and
Director, Hawaii Hotel Association

Sybil Kyi
Coordinator, Research and Development
Office of State Director for Vocational Education

Kathy K. Luther
Training and Personnel Director
Kahala Hilton Hotel

John Manago
Tour Representative
SITA World Travel, Incorporated

William Mielcke
General Manager
Kona Surf Hotel

Molly Tani
Instructor, Language Arts
Kapiolani Community College

Sharen F. Wago
Director, Career Information
Office of State Director for Vocational Education

Marge Warren
Personnel Director
Hawaiian Air Lines

Dan Wong
Personnel Director
Aloha Air Lines

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Hawaiian Regent Hotel

Island Holiday Tours

Kahala Hilton Hotel

Kaanapali Beach Hotel

Kaimana Beach Hotel

Kauai Resort

Keauhou Beach Hotel

Kuhio at Waikiki

MacKenzie Tours-Hawaii

Mauna Kea Beach Hotel

Queen Kapiolani Hotel

Royal Lahaina Resort

Sheraton Waikiki

Waiakea Village Resort

Waikiki Holiday Hotel

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RECOMMENDATIONS FOR CURRICULUM IN HOSPITALITY EDUCATION

RECOMMENDATIONS FOR CURRICULUM DEVELOPMENT IN HOSPITALITY EDUCATION

Through comprehensive research of existing conditions in the job market of the hospitality industry and the implications for curriculum development in the community colleges, Part I of the Exemplary Project makes strong recommendations as follows:

ESTABLISHMENT OF STATEWIDE HOSPITALITY EDUCATION BOARD

The contributions made by the advisory committee to the present study indicate the value of active, dynamic participation of industry personnel from all islands with educational institutions in furthering common goals in hospitality education. Thus, a permanent Statewide board composed of a State director and an advisory committee representing all sectors of the hospitality industry should be established.

CONTINUATION OF SKILLS SURVEY

The field research approach in finding existing manpower needs in the industry indicates that changes in the job market affect individuals seeking work, companies hiring workers, and government in establishing policy. Thus, it is recommended that an ongoing skills survey be conducted to update curricula in the college hospitality education programs.

DEVELOPMENT OF FLEXIBLE CURRICULA

Since industry manpower requirements fluctuate in numbers and locations, it is recommended that college programs in hospitality education consider the use of itinerant faculties and mobile classrooms in offering short term programs and special courses. Flexible schedules and short term courses will meet the needs of different levels of skills operating within the industry.

INTRODUCTION

INTRODUCTION

DEFINITION OF HOSPITALITY INDUSTRY

The term, hospitality industry, covers those sectors of the general economic environment that operate to meet lodging, vacation, business, and recreational needs of visitors and the resident population. Specifically, the industry includes hotels, eating and drinking establishments, travel and tour services, and air transportation.

GROWTH OF THE HOSPITALITY INDUSTRY IN HAWAII

Current findings indicate that the hospitality industry in the State of Hawaii will continue to grow, though not at the rapid pace of earlier years in the 60's. Projected forecast presently numbers a total of 64,400 hotel rooms and 5 million visitors to Hawaii by the year 1980. To meet the needs of this growth, manpower demand of more than 33,000 is anticipated, adding up to a 17,000 net manpower expansion.

IMPLICATIONS FOR EDUCATION

The growth of Hawaii's hospitality industry over the past several years has been significant enough to create a corresponding acute demand for trained personnel for all segments of the industry. Concurrently, community college figures in hospitality education programs also reflect student demand for education leading to entry level occupations in the industry. A similar demand exists for education in upgrading existing skills among those persons already employed in the industry.

Up to the present time, no attempt had been made to move towards a systematic approach in coordinating educational need and industry demand.

DEVELOPMENT OF THE PROJECT

The exemplary project titled Curriculum Guide for Hospitality Education began its study in Fall 1974 in recognition of the existing need for education to meet an apparently urgent situation.

Project Beginnings

In early 1974, Henry Kalani of Kapiolani Community College submitted a proposal to the State Board for Vocational Education to develop the exemplary project. The project was approved and funded for one year beginning September 1974.

Project Director

Mr. Kalani was made project director. In 1966 at Kapiolani Community College, Mr. Kalani developed the Food Service curriculum, which now serves as a model for other similar programs in the community college system in Hawaii. In 1972, Mr. Kalani was instrumental in developing the Food Education and Service Training (FEAST) Program for the Department of Education and the hospitality education curriculum at Leeward Community College. He also designed and implemented the Hotel Operations Mid-Management curriculum at Kapiolani in 1968. At present, Mr. Kalani serves as consultant to the hospitality industry.

DESCRIPTION OF EXEMPLARY PROJECT

Curriculum Guide, Part I

Occupational field research focused on two significant areas in the hospitality industry to develop a total plan for curriculum development for hospitality education in the community colleges of Hawaii.

Critical concerns of industry were found to be:

1. Manpower requirements

   Industry's need for an adequate supply of workers fluctuates according to the economic environment, and thereby calls for a periodic review of its requirements. Industry's demands should serve as a guide in the development of educational programs in the colleges.

2. Survey of skills

   The urgency of a skills survey on industry personnel, as noted by participants of the exemplary project, has led to extensive research in this area. It should be mentioned that skills needed or desired for specific positions can differ according to the size of the organization. The survey, nevertheless, has attempted to provide a guide reasonably close to meeting most requirements.

Major Goals

The main thrust of the Curriculum Guide, Part I is institutional research for curriculum development to obtain primary data whereby community college administration can effectively make logical and responsive decisions that will lead to:

1. Development of a Statewide curriculum in hospitality education based on industry's characteristics and projected manpower requirements

2. Communication among the community colleges in Hawaii on the management of their educational programs to meet industry's needs on a Statewide basis

Primary Objectives

The project set itself the following tasks:

1. Identifying local hospitality industry's occupations, job requirements, and training needs

2. Projecting the industry's growth and manpower requirements

3. Encouraging development of curriculums based on collected primary data

ORGANIZATION OF EXEMPLARY PROJECT

To accomplish the objectives set up by the project, two committees were formed:

1. A Statewide hospitality industry advisory committee, consisting of 18 selected members of Hawaii's hospitality industry. Consideration was given to the fact that at least 50 percent of the members should represent firms that have affiliations on the neighbor islands as well as on Oahu.

2. A Statewide college representative committee, consisting of a member from each of the seven State community colleges, appointed by their respective provosts.

These two committees assisted in reviewing, selecting, and editing information and data gathered for the project.

In addition, a research associate was engaged to review and make projections on the industry and its manpower requirements.

FUTURE CURRICULUM DEVELOPMENT PROJECT

Curriculum Guide, Part II

Upon completion and acceptance of the present project, a second study is expected to follow. It proposes to develop common core courses for a Statewide hospitality education program that are realistic and flexible, utilizing standardized and individualized learning materials, itinerant teaching, and mobile classroom services to meet needs in the hospitality industry as they arise.

PERSPECTIVES FOR MANPOWER REQUIREMENTS IN THE HOSPITALITY INDUSTRY

PERSPECTIVES FOR MANPOWER REQUIREMENTS IN THE HOSPITALITY INDUSTRY

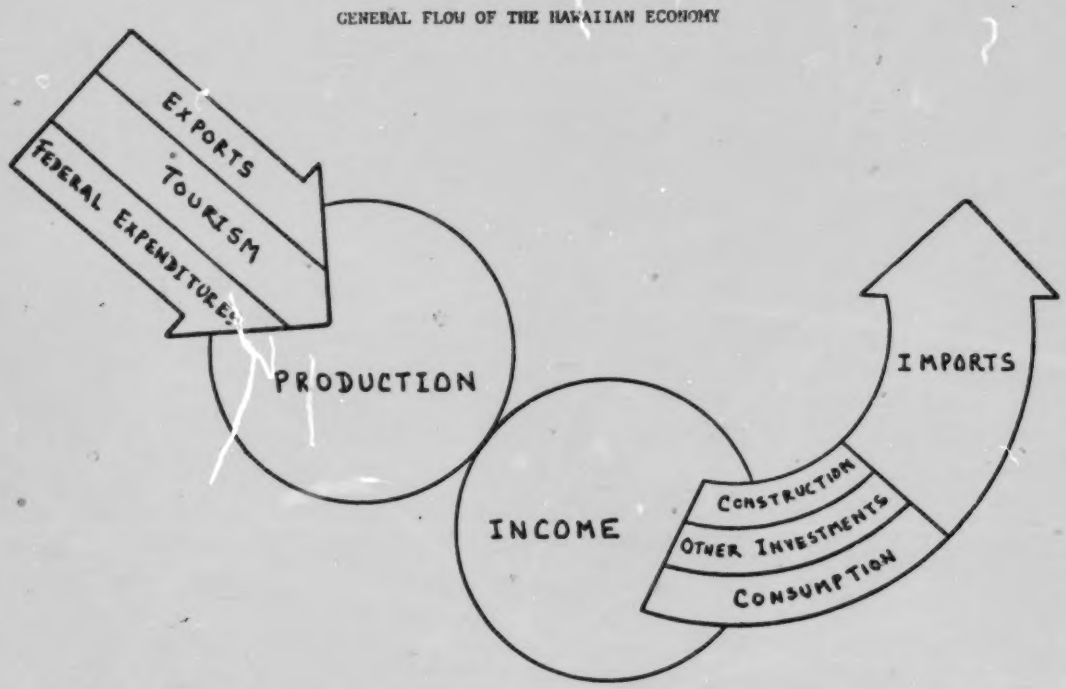
The primary objective of this section of the project is projecting the hospitality industry's growth and manpower requirements by 1) investigative analysis of primary data in areas of export-import income distribution in the State, and in hospitality industry employment on all major islands, and 2) by a forecast of growth and employment in the State to the year 1982. The analysis should serve to prevent resulting losses in income and employment due to imbalances in the demand and supply of manpower. Such losses would directly affect: 1) the individual unable to find suitable work in which he or she has been trained, 2) the firm unable to recruit the necessary skills needed for replacement and expansion, and 3) the government which bears the burden of unemployment.

THE HAWAIIAN ECONOMY

As depicted in Figure 1, Hawaii has an open economy which depends upon interaction with other regions in the world to sell its products and to purchase goods and services for the resident population.

FIGURE 1

GENERAL FLOW OF THE HAWAIIAN ECONOMY



Demand for exports such as sugar, pineapple, tourism, and services to the federal government stimulates production. Income from this production takes the form of wages, interest, rents, royalties, and dividends. Income is used to purchase resources for consumption, construction, and investments. The extent of Hawaii's dependency on imports is indicated by estimates that show 80 percent of all items consumed in the State must be brought in.

GROWTH IN HAWAII'S ECONOMY

In the recent past, Hawaii has undergone rapid growth in its economy due to increased demand for its export products. Thus, Hawaii's market lies, in the main, on conditions outside the State.

For example, demand for agricultural products grown in Hawaii depends upon world market conditions. Defense expenditures rely on domestic and international relations. On a wide scale, the hospitality industry hinges on an entire set of factors such as air fares, interest rates, world and national economy, unemployment, and foreign exchange rates. The growth realized in the key sectors for the years 1950-1973 is illustrated in Table 1.

TABLE 1

HAWAII'S EXPORT INCOME (MIL. OF $) 1950-73

Key Sectors	1950	1955	1960	1965	1970	1973
Raw Sugar and Molasses	117.4	141.5	188.4	165.7	187.7	222.2
Fresh and Processed Pineapple	102.0	115.9	119.4	126.7	138.6	145.4[1]
Defense Expenditures	146.4	262.4	351.4	430.2	639.4	840.9
Visitor Expenditures	24.0	55.0	131.0	225.0	550.0	890.0

[1]1972 data

Source: State of Hawaii Data Book 1974

For tourism the year 1973 shows significant growth in earned income, totaling $890 million. Current estimates indicate that this sector alone will account for over 50 percent of income earned from exports in 1985.[1]

---

[1]State of Hawaii Growth Policies Plan: 1974-1984, (1974).

Table 2 examines in detail the tourist industry and its growth since 1950. From the statistics presented, it would seem that tourism will become increasingly important in years to come. It must be noted, however, that since tourism is determined by factors outside the State, these factors are subject to wide variation.

TABLE 2

STATISTICAL SUMMARY OF HAWAII'S TOURIST INDUSTRY 1950-73

Tourist Industry	1950	1955	1960	1965	1970	1973
Overnight visitors	46,953	109,798	296,517	686,928	1,746,970	2,630,952
Avg. number present	3,027	6,042	11,797	17,318	36,888	59,425
Expenditures (mil. $)	24.2	55.0	131.0	225.0	550.0	890.0
Avg. stay (days)[1]	25.0	22.0	16.9	13.0	10.9	10.7
Hotel units	2,003	4,115	9,522	14,827	30,323	37,319
Occupancy rate (%)	N/A	81.5	75.3	82.1	74.1	81.5
Hotel Employment[2]	1,830	2,913	4,235	6,308	13,613	18,850
Hotel Payroll (th. $)	4,219	7,784	13,364	23,438	66,924	86,614

[1]Intended length of stay of Westbound visitors.

[2]Hotel employment measured by the number of positions.

Source: State of Hawaii Data Book 1974; Hawaii Visitors Bureau Annual Reports selected years.

Economics, within its scheme, investigates the prevailing conditions of production, distribution, and consumption of goods and services. The viability of any state's economic health depends upon the demands made upon these goods and services which, in turn, depend upon the desire and satisfaction they engender.

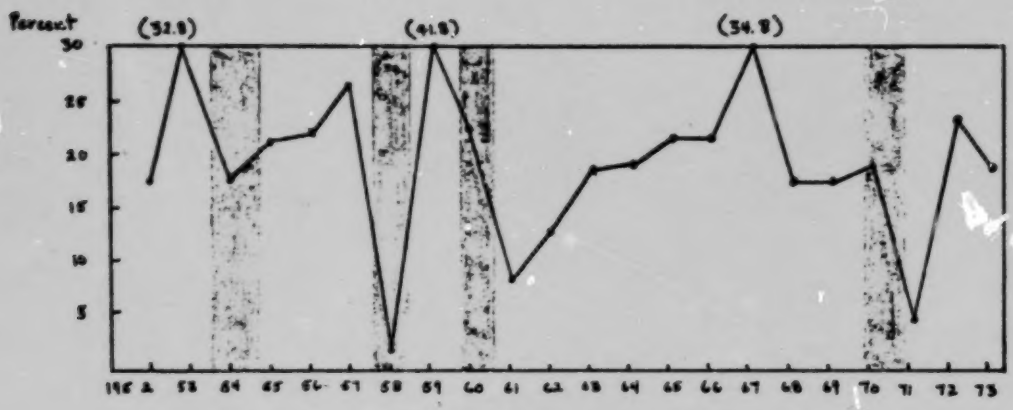
In such a consumer-oriented field as tourism, the pulse of the travel trade must continually be checked.

RELATION TO NATIONAL ECONOMY

Factors relevant to growth in the State are linked to conditions of the national economy. Figure 2 traces the annual growth in the overnight or longer visitor count and relates it to periods of national recession.

The figures show that in periods of recession the visitor count drops significantly. This fact clearly indicates that: 1) hospitality industries are subject to unstable conditions, and 2) forecasting future levels of employment must consider those economic characteristics which affect these industries.

FIGURE 2



Annual Growth of Overnight Visitors - 1952 to 1973
(Shaded areas represent national recessions)

Although the State cannot control the factors that determine growth, it can alter growth by establishing policies that will determine the kinds and levels of growth in the visitor industry.

HOSPITALITY INDUSTRY EMPLOYMENT

The hospitality industry has been defined as hotels, eating and drinking places, and the transportation sector, which includes ground transportation, air transportation, and transportation services. Within the hospitality infrastructure other sectors participate by selling goods and services to the visitors. They include retail trade, personal services, and manufacturing. These sectors were not considered in this study since there was no breakdown on the amount of their expenditures.

Employment in the hospitality industry, as defined here, is in terms of specific occupational classifications. There are two systems that may be utilized to distribute employment into occupational categories.

The first system pertains to hotel employment only and was derived from a sample survey made by the Kentron Corporation. In Table 3, a distribution scheme is given for hotels both on Oahu and the neighbor islands.

TABLE 3

DISTRIBUTION OF HOTEL EMPLOYMENT ON OAHU AND THE NEIGHBOR ISLANDS 1970

Employment Distribution	Oahu	Neighbor Islands
Administrative and General	4%	5%
Auditing and Accounting	5%	4%
Beverage Service	5%	6%
Food Preparation	8%	15%
Food Service	30%	23%
Housekeeping	25%	19%
Maintenance	4%	11%
Miscellaneous	6%	4%
Rooms/Front Office	9%	11%
Uniform Services	4%	2%
Total Staff	100%	100%

Source: Hotel Manpower Requirements Study 1970.

By applying an estimate of total hotel employment for Oahu to Table 3, it is possible to calculate the number of persons working in administration and general office work, food preparation, food service, housekeeping, etc. Table 4 shows a breakdown into numbers employed by the State and each of the four major islands for 1973.[2]

[2]See Appendix A, tables A-4, A-5 for further enumeration of specific occupations for State, 1973.

TABLE 4

HOTEL EMPLOYMENT ON OAHU, KAUAI, MAUI, AND HAWAII 1973[1]

Hotel Employment	State	Oahu	Maui	Kauai	Hawaii
Administrative and General	670	457	89	58	129
Auditing and Accounting	837	572	71	46	103
Beverage Service	887	572	106	69	155
Food Preparation	1,675	914	266	173	388
Food Service	4,689	3,429	408	265	595
Housekeeping	3,851	2,858	337	219	492
Maintenance	1,005	457	195	127	285
Miscellaneous	1,005	686	71	46	103
Rooms/Front Office	1,675	1,029	195	127	285
Uniform Service	502	457	35	23	52
Total	16,745	11,430	1,772	1,152	2,587

[1]Employment defined as number of persons.

Source: Hotel Manpower Requirements Study and projections made in reference to this report.

Note: Totals will not sum due to rounding.

The other system is classifying employment into specific job titles as given in Table 5. This system has been specified by the Department of Labor and Industrial Relations for the State of Hawaii. The data base used is from the 1970 U.S. Census. This classification scheme makes it possible to examine and compare staffing requirements of each segment of the total industry. The breakdown for the 1973 employment delineation is given in Table 6 using the classification scheme.

There are, however, a few ambiguous categories which need clarification. The term, "Other Managers," refers to any other type of management function that is not listed. "Salesmen" refers to those persons that are engaged in wholesale selling.

Under "Miscellaneous Clerical" falls such occupations as P.B.X. operator, reservationist, and other job titles not listed that are clerical in nature. "Other Operatives" are operators of light equipment and machines.

Tour escorts, tour directors, passenger service agents would be listed under "Attendants." Hotel desk clerks and others in similar positions appear under "Non-Food Counter."

TABLE 5

DISTRIBUTION OF EMPLOYMENT BY INDUSTRY FOR HAWAII

Job Title	Hotels	Eating & Drinking	Transportation		
			Ground	Air	Services
Accountants	1.81%	.26%	.44%	.55%	3.25%
Per. and Lab. Rel.	.51	.17	.44	.34	.65
Public Relations	.09	-	-	.55	1.24
Financial Manager	.19	-	-	.22	-
Credit Manager	.06	-	-	.08	-
Purchasing Mgr.	.37	.15	-	.95	-
Sales Manager	.29	.08	.37	.61	.59
Office Manager	-	-	-	.20	-
Other Manager	5.35	-	4.78	-	23.21
Rest. and Cafe. Mgr.	.74	6.94	-	-	-
Salesmen	-	.99	-	1.05	4.43
Bookkeepers	1.58	.84	.96	.59	3.84
Cashiers	2.86	3.79	-	.10	-
Dispatchers	-	-	3.45	.10	2.13
Misc. Clerical	1.48	.29	1.03	2.03	5.08
Payroll Clerk	.08	.10	.51	.08	.95
Receptionist	.55	.03	1.18	.18	1.54
Secretaries	1.83	.22	-	3.04	4.67
Stenographers	.61	-	-	.41	.30
Stock Clerk	.69	.16	.51	1.86	-
Typist	.62	-	.37	.67	.71
Ticket Agent	-	-	.37	25.75	6.67
Bakers	.21	.09	-	-	-
Bus Drivers	-	-	36.22	-	2.01
Taxi Drivers	-	-	35.63	-	1.12
Laundry Oper.	.80	-	-	-	-
Other Oper.	1.01	1.47	-	5.59	-
Attendants	.79	.23	1.47	.10	13.65
Bartenders	2.41	3.85	-	-	-
Bellhops	3.57	-	-	-	-
Cooks	4.09	17.64	-	-	-
Counter-Food	.15	6.81	-	-	-
Counter-non Food	4.61	-	-	-	-
Food Preparers	4.47	7.79	-	-	-
Maids	16.64	.48	-	-	-
Waiters	12.76	35.77	-	-	-

Source: Data gathered in the 1970 Census on file at the Department of Labor and Industrial Relations, State of Hawaii.

TABLE 6

EMPLOYMENT BY INDUSTRY FOR STATE OF HAWAII 1973[1]

Job Title	Hotels	Eating & Drinking	Transportation		
			Ground	Air	Services
Accountants	307	45	9	28	59
Per. and Lab. Rel.	86	30	9	17	12
Public Relations	15	-	-	28	22
Financial Manager	32	-	-	12	-
Credit Manager	10	-	-	4	-
Purchasing Manager	63	26	-	49	-
Sales Mgr. (not ret.)	49	14	7	-	10
Office Manager	-	-	-	11	-
Other Manager	907	-	95	-	419
Rest. and Cafe. Mgr.	125	1202	-	-	-
Salesmen	-	172	-	53	80
Bookkeepers	268	146	19	30	69
Cashiers	485	656	-	5	-
Dispatchers	-	-	69	5	38
Misc. Clerical Staff	251	50	21	106	91
Payroll Clerk	14	17	10	4	17
Receptionist	93	5	23	9	28
Secretaries	320	38	-	155	84
Stenographers	103	-	-	21	5
Stock Clerk	117	27	10	95	-
Typist	105	-	7	34	13
Ticket Agent	-	-	7	1314	120
Bakers	36	16	-	-	-
Bus Drivers	-	-	721	-	36
Taxi Drivers	-	-	710	-	20
Laundry Oper.	136	-	-	-	-
Other Oper.	172	255	-	285	-
Attendants	134	40	29	5	246
Bartenders	408	667	-	-	-
Bellhops	605	-	-	-	-
Cooks	641	3054	-	-	-
Counter-Food	26	1179	-	-	-
Counter-non Food	781	-	-	-	-
Food Preparers	738	1348	-	-	-
Maids	2821	83	-	-	-
Waiters	2163	6189	-	-	-

[1]Employment defined as number of persons.

Source: Table 4 and projections made in reference to this report.

Note: Totals will not sum due to rounding.

FUTURE EMPLOYMENT FORECASTING

In order to determine future skill requirements in the hospitality industry, it is first necessary to forecast future levels of industry employment. Once these employment estimates have been derived, they can be disaggregated into occupational classifications such as those given in Tables 3 and 5.

Employment estimates are conditional upon the levels assumed for the visitor count and the population, as well as other factors. In the Research model consideration has been given to visitor count and resident population.[3] It also included changes in labor productivity, governmental policy, recent trends, and changes in the structure of the economy after statehood.

In the past, the annual increase in the visitor count has been in the neighborhood of 17-20 percent. In the near term, it appears that the visitor count will grow less than this historical benchmark. Given the state of both the national and international economies, visitor growth should be between 5-10 percent. As both the national and international economies are stimulated, they could lead to further growth in the visitor count.

SOME CONSIDERATIONS FOR INDUSTRY EMPLOYMENT

As economic conditions improve, growth in the markets of mainland United States, Canada, Japan, Australia and New Zealand, and other areas will resume. But this growth will not be as rapid as it has been in the past due to anticipated changes in economic factors. Based on data available at this time, it is doubtful that the growth rate in the visitor count will return to the historical rate. The growth rate, after perhaps a sharp surge following an economic recovery, will be moderate at 10 percent annually.

The number of visitors coming to Hawaii given in this research is consistent with current county development plans and other agencies within the State.[4] Current State plans call for moderation in the growth of visitors.

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[3]See Appendix A.

[4]See for example, Tourism in Hawaii, Vol. I, 1972, Hawaii State Department of Planning and Economic Development 1980 estimates of hotel room 51,750 to 69,836; Harris, Kerr, Foster Publication, 1973, Report on Market Demand for Visitor Accommodations in Hawaii, 1980 estimates of hotel rooms 68,481 to 78,689.

Population growth is estimated to be approximately 2 percent over the forecast period. A problem with regard to population estimates is the difficulty of estimating in-migration.

Taking the information on visitor growth and population growth, it is possible to generate employment estimates with the forecast model. Estimates of total employment in hotels, eating and drinking establishments, and transportation services are derived in this manner. These estimates are then broken down into occupational skills that were given previously. The level of future skill requirements in total is given by this data.

In order to obtain estimates of net expansion among the various occupational categories, it is necessary to compare the forecasted levels of employment with the base period level of employment. For example, information given in tables 4 and 6 illustrate current employment by industry in the various occupational groups for 1973. By subtracting the data given for 1973 from the estimates derived for 1980, it is possible to obtain net expansion requirements.

In Table 7, estimated hotel employment for 1980 is disaggregated into the occupational skills given in Table 3.

TABLE 7

HOTEL EMPLOYMENT ON OAHU, KAUAI, MAUI, AND HAWAII 1980[1]

Hotel Employment	State	Oahu	Kauai	Maui	Hawaii
Administrative and General	1,320	872	140	185	235
Auditing and Accounting	1,650	1,090	112	148	188
Beverage Service	1,650	1,090	168	222	282
Food Preparation	3,300	1,744	420	555	705
Food Service	9,240	6,540	644	851	1,081
Housekeeping	7,590	5,450	532	703	893
Maintenance	1,980	872	308	407	517
Miscellaneous	1,756	1,308	112	148	188
Rooms/Front Office	3,300	1,962	308	407	517
Uniform Service	990	872	56	74	94
Total	33,000	21,800	2,800	3,700	4,700

[1]Employment defined by number of persons.

Source: Hotel Manpower Requirements Study and projections made in reference to this report.

Note: Totals will not sum due to rounding.

When the estimates in Table 4 are subtracted from those in Table 7, the net expansion results as given in Table 8. It is

interesting to note that the greatest expansion in hotel employment occurs in food preparation, food service, housekeeping, maintenance, and rooms.

TABLE 8

NET EXPANSION OF HOTEL EMPLOYMENT ON OAHU, KAUAI, MAUI, AND HAWAII[1] 1973-1980

Hotel Employment	State	Oahu	Kauai	Maui	Hawaii
Administrative and General	650	415	82	96	106
Auditing and Accounting	813	518	66	77	85
Beverage Service	813	518	99	116	127
Food Preparation	1,625	830	247	289	317
Food Service	4,551	3,111	379	443	486
Housekeeping	3,739	2,592	313	366	401
Maintenance	975	415	181	212	232
Miscellaneous	751	622	66	77	85
Rooms/Front Office	1,625	933	181	212	232
Uniform Service	488	415	33	39	42
Total	16,225	10,370	1,648	1,928	2,113

[1]Employment defined by number of persons.

Source: Table 3 and Table 7.

Note: Totals will not sum due to rounding.

Table 9 disaggregates employment by industry using the information given in Table 5. In Table 9, the total requirements for 1980 are presented. By subtracting the 1973 data in Table 6 from the 1980 data in Table 9, the net expansion of the occupational skills can be determined. The net expansion from 1973-80 is given in Table 10.

In the Tables 11-19, employment estimates are given for the State and for each county for 1976, 1978, 1980, and 1982. These estimates have been derived in the same manner as stated above.

CONCLUSION

Employment estimates are based on anticipated levels of growth in the number of visitors coming to Hawaii and the number of persons residing in the State. Investigation shows that estimates of visitor growth have erred significantly. Therefore, these forecasts should be updated as new information becomes available and conditions change.

TABLE 9

EMPLOYMENT BY INDUSTRY FOR STATE OF HAWAII 1980[1]

Job Title	Hotels	Eating & Drinking	Transportation		
			Ground	Air	Services
Accountants	585	66	11	29	80
Per. and Lab. Rel.	165	43	11	18	16
Public Relations	29	-	-	29	30
Financial Manager	61	-	-	12	-
Credit Manager	19	-	-	4	-
Purchasing Manager	120	38	-	50	-
Sales Mgr. (not ret.)	94	20	9	-	14
Office Manager	-	-	-	11	-
Other Manager	1730	-	115	-	568
Rest. and Cafe. Mgr.	239	1750	-	-	-
Salesmen	-	250	-	55	108
Bookkeepers	511	212	23	31	94
Cashiers	925	956	-	5	-
Dispatchers	-	-	33	5	52
Misc. Clerical Staff	479	73	25	109	124
Payroll Clerk	26	25	12	4	23
Receptionist	178	8	28	9	38
Secretaries	592	55	-	160	114
Stenographers	197	-	-	22	7
Stock Clerk	223	40	12	98	-
Typist	201	-	9	35	17
Ticket Agent	-	-	9	1353	163
Bakers	68	23	-	-	-
Bus Drivers	-	-	869	-	49
Taxi Drivers	-	-	855	-	27
Laundry Oper.	259	-	-	-	-
Other Oper.	327	371	-	285	-
Attendants	256	58	35	5	334
Bartenders	779	971	-	-	-
Bellhops	605	-	-	-	-
Cooks	1323	4448	-	-	-
Counter-Food	49	1717	-	-	-
Counter-non Food	1491	-	-	-	-
Food Preparers	1446	1964	-	-	-
Maids	5382	121	-	-	-
Waiters	4127	9014	-	-	-

[1]Employment defined by the number of persons.

Source: Table 4 and projections made in reference to this report.

Note: Totals will not sum due to rounding.

TABLE 10

NET-EXPANSION OF EMPLOYMENT IN THE STATE AND OAHU, KAUAI, MAUI, AND HAWAII 1973-80[1]

Job Title	State	Oahu	Kauai	Maui	Hawaii
Accountants	323	231	23	32	37
Per. and Lab. Rel	99	72	7	9	11
Public Relations	23	19	1	2	1
Financial Mgr.	29	20	2	3	4
Credit Mgr.	9	6	1	1	1
Purchasing Mgr.	70	52	4	6	8
Sales Mgr. (not ret.)	57	42	5	6	4
Office Mgr.	-	-	-	-	-
Other Mgr.	992	731	67	100	94
Rest. and Cafe Mgr.	662	551	26	39	46
Salesmen	108	97	2	5	4
Bookkeepers	339	254	21	30	34
Cashiers	3037	2299	171	251	316
Dispatchers	18	15	1	1	1
Misc. Clerical Staff	291	218	17	26	30
Payroll Clerk	36	27	4	3	2
Receptionist	69	35	9	12	13
Secretaries	227	124	19	49	35
Stenographers	97	65	8	11	13
Stock Clerk	97	43	5	8	41
Typist	103	21	8	10	23
Ticket Agent	84	77	1	3	3
Bakers	39	30	3	4	2
Bus Drivers	160	117	14	16	13
Taxi Drivers	152	110	14	15	13
Laundry Oper.	123	80	10	14	19
Other Oper.	110	88	5	7	10
Attendants	234	197	11	19	7
Bartenders	675	517	52	68	38
Bellhops	551	364	46	61	42
Cooks	2079	1688	83	167	141
Counter-Food	571	486	16	30	39
Counter-non Food	710	462	61	81	106
Food preparers	1306	1010	67	101	128
Maids	1841	1208	157	260	116
Waiters	4789	3801	217	565	206

[1]Employment defined by number of persons.

Source: Table 6 and Table 9.

Note: Totals will not sum due to rounding.

TABLE 11

EMPLOYMENT IN THE HOSPITALITY INDUSTRY--STATE OF HAWAII - 1976-1982

Occup. Classification & Job Titles	Hotels				Eating & Drinking				Transportation Services				Air Transportation			
	1976	1978	1980	1982	1976	1978	1980	1982	1976	1978	1980	1982	1976	1978	1980	1982
Management & Prof	2041	2530	3035	3595	1617	1760	1915	2084	760	838	922	1005	194	194	194	194
Acctg & Clerical	2436	3007	3641	4320	1126	1223	1331	1449	460	504	551	603	418	418	418	421
Food & Beverage	5192	6452	7768	8153	15,279	16,652	18,145	19,768								
Hskpg & Maintenance	3986	4957	5966	7039	313	341	371	405					290	292	294	297
Others: Attendants	171	213	255	300	51	55	59	63	320	356	398	427	8	8	8	8
Bellhops	771	959	1154	1362												
Drivers-Bus									802	860	922	384				
Drivers-Taxi									768	823	883	951				
Dispatchers									119	129	138	152	8	8	8	8
Recreation																
Salesmen					199	217	237	259	95	106	117	128	55	55	55	55
Stock Clerks	57	70	86	103	43	47	51	55	11	12	12	13	97	97	97	97
Ticket Agents	17	21	26	32	2	2	2	2	153	169	187	203	1321	1335	1352	1369
TOTAL MANPOWER	14,671	18,209	21,931	24,904	18,630	20,297	22,111	24,085	3,488	3,797	4,130	3,866	2,391	2,407	2,426	2,449

TABLE 12

EMPLOYMENT IN THE HOSPITALITY INDUSTRY OF OAHU COUNTY - 1976-1982

Occup. Classification & Job Titles	Hotels				Eating & Drinking				Transportation Services				Air Transportation			
	1976	1978	1980	1982	1976	1978	1980	1982	1976	1978	1980	1982	1976	1978	1980	1982
Management & Prof																
Per & Lab Rel	75	92	108	124	31	34	37	40	21	22	24	27	16	16	16	16
Public Relations	13	16	19	22					24	27	30	33	26	26	26	26
Financial Manager	28	34	40	46									11	11	11	11
Credit Manager	9	11	13	15									4	4	4	4
Sales Manager	42	52	61	70	15	16	17	18	19	19	20	21	29	29	29	29
Restaurant Manager	108	133	156	180	1271	1382	1502	1633								
Purchasing Manager	54	66	78	90	27	29	32	35					46	46	46	46
Office Manager													10	10	10	10
Accountants	264	325	382	440	48	52	56	61	73	80	88	97	26	26	26	26
Other Managers	778	958	1128	1298					531	588	651	715				
TOTAL	1371	1687	1985	2285	1392	1513	1644	1787	668	736	813	893	168	168	168	168
Acctg & Clerical																
Bookkeepers	230	283	333	383	154	167	182	198	90	100	111	122	28	28	28	28
Cashiers	416	512	603	294	694	754	820	891					5	5	5	5
[1]Counter Non-Food	670	826	972	1119												
Payroll Clerk	15	18	21	24	18	20	22	24	27	30	32	35	38	38	38	38
Receptionists	5	5	6	7	6	6	6	7	49	53	58	63	9	9	9	9
Secretaries	32	39	46	53	40	44	48	52	92	102	114	126	146	146	146	147
Stenographers									5	6	7	8	20	20	20	20
Typists									19	21	23	25	32	32	32	32
[2]Misc. Clerical	42	52	61	70	53	58	63	68	116	128	142	156	99	99	99	99
TOTAL	1410	1735	2042	2350	965	1049	1141	1240	398	440	487	535	377	377	377	378

[1]Counter Non-Food includes hotel desk clerks, tour desk clerks, mail clerks, car rental clerks.
[2]Miscellaneous Clerical includes reservationists, telephone operators.

TABLE 13

Oahu County 1976-1982

Occup. Classification & Job Titles	Hotels				Eating & Drinking				Transportation Services				Air Transportation			
	1976	1978	1980	1982	1976	1978	1980	1982	1976	1978	1980	1982	1976	1978	1980	1982
Food & Beverage																
Bakers	13	16	19	22	16	17	19	21								
Cooks	595	733	863	993	3231	3512	3818	4150								
Food Preparers	650	801	943	1085	1427	1551	1686	1833								
Counter-Food	22	27	32	37	1247	1356	1474	1602								
Waiters	1856	2286	2691	3097	6549	7119	7738	8411								
Bartenders	351	432	508	585	705	766	833	905								
TOTAL	3487	4295	5056	5819	13175	14321	15568	16922								
Hskpg & Maintenance																
Laundry Operatives	117	144	169	195												
Maids	2420	2982	3510	4040												
[3]Other Operatives	145	179	211	243	270	293	318	346					267	268	268	269
TOTAL	2682	3305	3890	4478	270	293	318	346					267	268	268	269
Others: [4]Attendants	115	142	167	192	42	46	50	54	293	324	359	395	5	5	5	5
Bellhops	519	640	753	867												
Drivers-Bus									594	633	675	119				
Drivers-Taxi									567	603	643	685				
Dispatchers									95	103	112	121	5	5	5	5
Recreation																
Salesmen					181	197	214	233	87	97	108	119	50	50	50	50
Stock Clerks	24	29	34	39	29	32	35	38	8	9	9	10	89	89	89	89
Ticket Agents									137	152	169	186	1223	1229	1235	1241

[3]Other Operatives include groundskeepers, general maintenance personnel, light equipment operators.

[4]Attendants include tour escorts, doormen, busboys, hosts, passenger agents.

TABLE 14

EMPLOYMENT IN THE HOSPITALITY INDUSTRY OF HAWAII COUNTY - 1976-1982

Occup. Classification & Job Titles	Hotels				Eating & Drinking				Transportation Services				Air Transportation			
	1976	1978	1980	1982	1976	1978	1980	1982	1976	1978	1980	1982	1976	1978	1980	1982
Management & Prof																
Per & Lab Rel	15	19	24	29	3	3	3	3	1	1	1	1	1	1	1	1
Public Relations	2	3	4	5					1	1	1	1	1	1	1	1
Financial Manager	6	7	9	11									1	1	1	1
Credit Manager	2	2	3	4									1	1	1	1
Sales Manager	9	11	14	17	1	1	1	1	1	1	1	1	1	1	1	1
Restaurant Manager	22	28	35	42	91	101	112	124								
Purchasing Manager	12	15	18	21	3	3	3	3					2	2	2	2
Office Manager													1	1	1	1
Accountants	56	70	86	102	4	4	4	4	3	3	3	3	1	1	1	1
Other Managers	164	205	254	302					19	22	22	25				
TOTAL	288	360	447	533	102	112	123	135	25	28	28	31	9	9	9	9
Acctg & Clerical																
Bookkeepers	49	61	75	89	12	13	14	16	4	4	4	4	1	1	1	1
Cashiers	88	110	136	162	50	55	61	68					1	1	1	1
[1]Counter Non-Food	141	176	218	257												
Payroll Clerk	3	3	4	5	2	2	2	2	1	1	1	1	1	1	1	1
Receptionists	17	21	26	31					3	3	3	2	1	1	1	1
Secretaries	56	70	87	104	4	4	4	4	2	2	2	3	7	7	7	8
Stenographers	18	23	29	35									1	1	1	1
Typists	18	23	29	35					1	1	1	3	1	1	1	1
[2]Misc. Clerical	46	57	70	83	5	5	5	6	5	5	5	5	5	5	5	6
TOTAL	436	544	674	801	73	79	86	96	16	16	16	18	18	18	18	20

[1]Counter Non-Food includes hotel desk clerks, tour desk clerks, mail clerks, car rental clerks.
[2]Miscellaneous Clerical includes reservationists, telephone operators.

TABLE 15

Hawaii County 1976-1982

Occup. Classification & Job Titles	Hotels				Eating & Drinking				Transportation Services				Air Transportation			
	1976	1978	1980	1982	1976	1978	1980	1982	1976	1978	1980	1982	1976	1978	1980	1982
Food & Beverage																
Bakers	7	8	10	12	12	14	15	17								
Cooks	126	157	194	221	232	257	285	316								
Food Preparers	137	171	212	252	103	114	126	140								
Counter-Food	5	6	7	8	89	99	110	122								
Waiters	390	488	604	719	471	522	578	640								
Bartenders	74	92	114	136	51	56	62	69								
TOTAL	739	922	1141	1348	958	1062	1176	1304								
Hskpg & Maintenance																
Laundry Operatives	25	31	38	45												
Maids	510	637	788	938												
[3]Other Operatives	31	39	48	57	20	22	24	27					11	12	13	14
TOTAL	566	707	874	1040	20	22	24	27					11	12	13	14
Others: [4]Attendants	24	30	37	44	4	4	4	4	6	9	10	3	1	1	1	1
Bellhops	110	137	169	201												
Drivers-Bus									64	70	76	80				
Drivers-Taxi									62	68	74	86				
Dispatchers									7	8	8	9	1	1	1	1
Recreation																
Salesmen					13	14	16	18	2	2	2	2	2	2	2	2
Stock Clerks	22	27	33	39	3	3	3	3	1	1	1	1	4	4	4	4
Ticket Agents									4	4	4	2	49	53	58	64

[3]Other Operatives include groundskeepers, general maintenance personnel, light equipment operators.

[4]Attendants include tour escorts, doormen, busboys, hosts, passenger agents.

TABLE 16

EMPLOYMENT IN THE HOSPITALITY INDUSTRY OF MAUI COUNTY - 1976-1982

Occup. Classification & Job Titles	Hotels				Eating & Drinking				Transportation Services				Air Transportation			
	1976	1978	1980	1982	1976	1978	1980	1982	1976	1978	1980	1982	1976	1978	1980	1982
Management & Prof																
Per & Lab Rel	12	15	19	23	2	2	2	2	3	3	3	3	1	1	1	1
Public Relations	2	2	3	4									1	1	1	1
Financial Manager	5	6	7	9									1	1	1	1
Credit Manager	2	2	2	2									1	1	1	1
Sales Manager	8	9	11	13	1	1	1	1	2	2	2	2	1	1	1	1
Restaurant Manager	18	22	17	33	72	80	89	99								
Purchase Manager	9	11	14	17	2	2	2	2	2	2	2	2	2	2	2	2
Office Manager													1	1	1	1
Accountants	43	54	67	82	3	3	3	3	5	6	6	6	1	1	1	1
Other Manager	130	162	199	242					34	39	44	44				
TOTAL	229	283	339	425	80	88	97	107	46	52	57	57	9	9	9	9
Acctg & Clerical																
Bookkeepers	58	48	59	72	9	10	11	12	7	7	7	7	1	1	1	1
Cashiers	69	86	106	129	40	44	49	54					1	1	1	1
[1]Counter Non-Food	111	139	171	208												
Payroll Clerk	2	2	3	3	1	1	1	1	2	2	2	2	1	1	1	1
Receptionists	13	16	20	24	1	1	1	1	5	5	5	5	1	1	1	1
Secretaries	44	55	68	83	3	3	3	3	6	7	7	8	5	5	5	5
Stenographers	15	19	23	28					1	1	1	1	1	1	1	1
Typists	15	19	23	28					2	2	2	2	1	1	1	1
[2]Misc. Clerical	36	45	55	67	4	4	4	4	8	9	9	10	3	3	3	3
TOTAL	363	429	528	642	58	63	69	75	31	33	33	35	14	14	14	14

[1]Counter Non-Food includes hotel desk clerks, tour desk clerks, mail clerks, car rental clerks.
[2]Miscellaneous Clerical includes reservationists, telephone operators.

TABLE 17

Maui County 1976-1982

Occup. Classification & Job Titles	Hotels				Eating & Drinking				Transportation Services				Air Transportation			
	1976	1978	1980	1982	1976	1978	1980	1982	1976	1978	1980	1982	1976	1978	1980	1982
Food & Beverage																
Bakers	6	6	8	9	1	1	1	1								
Cooks	98	123	152	185	184	204	226	250								
Food Preparers	108	135	166	202	81	90	100	111								
Counter-Food	5	5	6	7	71	79	87	96								
Waiters	308	385	474	577	374	414	459	509								
Bartenders	58	72	89	108	40	44	49	54								
TOTAL	583	726	895	1088	751	832	922	1021								
Hskpg & Maintenance																
Laundry Operatives	19	24	30	37												
Maids	402	502	718	752												
[3]Other Operatives	24	30	37	45	15	17	19	21					8	8	9	10
TOTAL	445	556	685	834	15	17	19	21					8	8	9	10
Others: [4]Attendants	19	24	29	35	3	3	3	3	18	20	23	23	1	1	1	1
Bellhops	86	107	132	161												
Drivers-Bus									75	82	89	96				
Drivers-Taxi									72	79	86	93				
Dispatchers									9	10	11	12	1	1	1	1
Recreation																
Salesmen									5	6	6	6	2	2	2	2
Stock Clerks					11	12	13	14	1	1	1	1	3	3	3	3
Ticket Agents	17	21	26	32	2	2	2	2	9	10	11	12	35	38	43	47

[3]Other Operatives include groundskeepers, general maintenance personnel, light equipment operators.
[4]Attendants include tour escorts, doormen, busboys, hosts, passenger agents.

TABLE 18

EMPLOYMENT IN THE HOSPITALITY INDUSTRY OF KAUAI COUNTY - 1976-1982

Occup. Classification & Job Titles	Hotels				Eating & Drinking				Transportation Services				Air Transportation			
	1976	1978	1980	1982	1976	1978	1980	1982	1976	1978	1980	1982	1976	1978	1980	1982
Management & Prof																
Per & Lab Rel	8	11	14	19	1	1	1	1	2	2	2	2	1	1	1	1
Public Relations	2	2	3	4					1	1	1	1	1	1	1	1
Financial Manager	3	4	5	7									1	1	1	1
Credit Manager	2	2	2	3									1	1	1	1
Sales Manager	5	6	8	11	1	1	1	1	2	2	2	2	1	1	1	1
Restaurant Manager	12	16	21	28	38	42	46	50								
Purchasing Manager	7	8	10	13	1	1	1	1					1	1	1	1
Office Manager													1	1	1	1
Accountant	29	38	51	68	2	2	2	2	2	2	2	2	1	1	1	1
Other Managers	85	113	150	199					14	15	17	17				
TOTAL	153	200	264	352	43	47	51	55	21	22	24	24	8	8	8	8
Acctg & Clerical																
Bookkeepers	25	33	44	58	5	5	6		3	3	3	3	1	1	1	1
Cashiers	45	60	80	106	21	23	25	27					1	1	1	1
[1]Counter Non-Food	73	97	129	171												
Payroll Clerk	2	2	2	2	1	1	1	1	2	2	2	2	1	1	1	1
Receptionists	9	11	15	20	1	1	1	1	4	4	4	4	1	1	1	1
Secretaries	29	38	51	68	1	1	1	1	1	1	1	1	2	2	2	2
Stenographers	10	13	17	23									1	1	1	1
Typists	10	13	17	23					2	2	2	2	1	1	1	1
[2]Misc. Clerical	24	32	42	56	1	1	1	1	3	3	3	3	1	1	1	1
TOTAL	227	299	397	527	30	32	35	38	15	15	15	15	9	9	9	9

[1]Counter Non-Food includes hotel desk clerks, tour desk clerks, mail clerks, car rental clerks.
[2]Miscellaneous Clerical includes reservationists, telephone operators.

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TABLE 19

Kauai County 1976-1982

Occup. Classification & Job Titles	Hotels				Eating & Drinking				Transportation Services				Air Transportation			
	1976	1978	1980	1982	1976	1978	1980	1982	1976	1978	1980	1982	1976	1978	1980	1982
Food & Beverage																
Bakers	5	5	6	8	1	1	1	1								
Cooks	65	87	115	153	97	107	117	127								
Food Preparers	71	94	125	166	42	46	52	57								
Counter-Food	2	3	4	5	37	41	45	49								
Waiters	202	269	358	476	196	217	238	259								
Bartenders	38	51	68	90	22	24	26	28								
TOTAL	383	509	676	898	395	437	479	521								
Hskpg & Maintenance																
Laundry Operatives	13	17	22	29												
Maids	264	351	467	621												
[3]Other Operatives	16	21	28	37	8	9	10	11					4	4	4	4
TOTAL	293	389	517	687	8	9	10	11					4	4	4	4
Others: [4]Attendants	13	17	22	29	2	2	2	2	3	3	6	6	1	1	1	1
Bellhops	56	75	100	133												
Drivers-Bus									69	75	82	89				
Drivers-Taxi									67	73	80	87				
Dispatchers									8	8	9	10	1	1	1	1
Recreation																
Salesmen					5	6	7	8	1	1	1	1	1	1	1	1
Stock Clerks	11	14	19	25					1	1	1	1	1	1	1	1
Ticket Agents									3	3	3	3	14	15	16	17

[3]Other Operatives include groundskeepers, general maintenance personnel, light equipment operators.
[4]Attendants include tour escorts, doormen, busboys, hosts, passenger agents.

SKILLS SURVEY OF

HOSPITALITY INDUSTRY PERSONNEL

SKILLS SURVEY OF HOSPITALITY INDUSTRY PERSONNEL

In this Exemplary Project the manpower skills survey forms a strong link with information drawn from manpower requirements in the State. The skills survey represents the first known attempt in the State to develop a curriculum based on a comprehensive study of an industry.

INTEGRATION OF EFFORT

From the onset of the study and continuing throughout, concentration on developing a realistic survey was made possible through: 1) meetings with the Statewide Industry Advisory Committee for Hospitality Education and Campus Representatives for Consortium Exemplary Project, 2) interviews with employers and managers in the industry, 3) interviews with personnel directors in the industry, and 4) observations of the Project Director.

Intensive research went into the gathering and reviewing of industry manpower requirements: job titles and classifications, tasks performed, equipment used, skills and knowledges required, and levels of competency.

ACTION PLANS

The immediate task before the advisory committee was the identifying of sectors and the occupational titles relevant to them.[5] Analysis of research data was made and final determination on sectors and titles arrived at by a consensus of opinion.

Each member of the advisory committee then completed a survey form identifying job titles and job classifications as they applied to the particular sectors. In this respect, cooperation of industry personnel was enlisted.

The project director then created a preliminary survey form on tasks performed and equipment used which were based on observations of workers and their performance on the job. Adding to this survey, the advisory committee edited a listing of job requirements, and the personnel directors in the industry reviewed performance standards. The campus representative committee reviewed the findings.

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[5]See Appendix B.

Following the job performance survey, the final task lay in identifying and describing skills and knowledges needed and desired, and their competency level. The Project Director integrated and finalized the efforts of:

1. The industry advisory committee, which reviewed the survey form

2. The employees, supervisors, and personnel directors who were interviewed on competency levels involving skills such as typing and math

3. The campus representatives committee, which reviewed the findings

IMPLICATIONS FOR EDUCATION

Information for the skills survey was obtained from the current operating situation of the industry. Very little reliance was put on written materials since they proved incomplete and out-dated.

Significantly the survey showed that many employees are in need of basic education in those skills and traits necessary and desirable in any well-ordered environment. They include 1) abilities in reading, writing, speaking, and figuring; and 2) good attitudes.

CONCLUSION

A more comprehensive study could have been made on immigrant employment, types of tourists, and projected technological changes that may affect employment and skills. A continuous updating of industry's needs should clarify the situation.

SKILLS SURVEY

SKILLS SURVEY OF HOSPITALITY

Supervisory, Mid-Management.

What the Workers Do	Skills and Knowledges
Interview, select, instruct, and train workers; assign work and schedule workers; motivate workers; and evaluate performance.	Minimum Requirements Training
Supervise and review work to meet safety and sanitary regulations; meet guest satisfaction and efficient standards of operation.	Managerial: planning, forecasting, organizing, coordinating, staffing, directing, and analyzing.
Conduct staff meetings; attend management meetings.	Basic Accounting Practices
Resolve and minimize worker complaints and grievances; handle guest complaints.	Communications: compose letters and reports, speak before groups, use listening and telephone techniques.
Interpret and apply company policies, rules, and regulations.	Human Relations
Write reports, letters, memos, etc.; maintain and review production, time, and related records.	Personal Development: assertiveness, patience, tolerance, dependability, self-confidence, and honesty.
Requisition, purchase, and maintain supplies inventory.	Industrial Relations
Analyze and control expenditures; read financial statements, prepare and review budget.	Experience or Knowledge of Operations and Job Functions in Area of Supervision
Plan for better utilization of equipment, manpower, and facilities; inspect premises and equipment for proper usage and maintenance.	Work Equipment

INDUSTRY PERSONNEL

and Professional Personnel

Performance Standards/Objectives	
Minimum	
Training	Demonstrate skills in selecting and instructing workers through orientation, job analysis, motivation, and evaluation.
Managerial	Demonstrate effective use of planning, forecasting, organizing, coordinating, staffing, directing, and decision making.
Accounting	Demonstrate skill in analyzing business transactions and financial statements, and relate them to efficient standards of business operations.
Communications	Demonstrate skill in composing business letters, departmental memorandum, and reports.
	Demonstrate skill in conducting meetings, addressing groups, answering the telephone, and counseling workers.
	Demonstrate skill in listening well by identifying listening techniques and practicing them in work situations.
Human Relations	Demonstrate ability to integrate and motivate people to work productively and cooperatively, by discussing and evaluating group interrelationships.
Personal Development	Demonstrate self-confidence, assertiveness, patience, tolerance, dependability, and honesty by defining them and observing them in a successful manager.
Industrial Relations	Demonstrate skill in communicating and motivating workers by interpreting union contracts, labor laws and regulations; and by applying company policies, procedures, and standards in a firm and fair manner.
Experience or Knowledge of Job Functions	Demonstrate understanding or skill in operational activities such as food and beverage, housekeeping, reservations, accounting, sales.
Work Equipment	Demonstrate ability to understand and operate various equipment and specialized tools.

Supervisory, Mid-Management,

What the Workers Do	Skills and Knowledges
Forecast operational and sales activities, coordinate and review sales; consult with other managers to coordinate activities. Arrange details and oversee guest activities or contracted services. May take care of important guests. May need to operate equipment and perform technical tasks.	<u>Desirable Requirements</u> Cost Accounting Practices Laws: commercial, hotel, labor, liquor, safety, sanitation, related government regulations. Office Equipment Creativeness Public Speaking Parliamentary Procedure Other Personal Traits: poise, perseverance, inquiring mind. Psychology Certification in Specialized Field Orientation to Hospitality Industry Modern Hawaiiana

and Professional Personnel

Performance Standards/Objectives	
Desirable	
Cost Accounting	Demonstrate skill in interpreting income statements, preparing various control forms, and discussing profitability and productivity requirements as measures of success.
Laws	Demonstrate understanding of the basic elements of hotel, labor, liquor, safety, sanitation, and related government regulations by applying them in the work environment.
Office Equipment	Demonstrate ability to operate different types of office equipment.
Creativeness	Demonstrate ability to plan new and different ways of doing things and expressing unique ways to achieve productive and profitable operations.
Public Speaking	Demonstrate skill in addressing groups of people to inform and motivate them through knowledge and use of public speaking skills and voice controls.
Parliamentary Procedure	Demonstrate skill in conducting meetings by interpreting and applying the principles of parliamentary procedure.
Other Traits	Demonstrate poise, logic, perseverance, and inquiry by applying them in the work environment.
Psychology	Demonstrate understanding of the complex motives, values, and goals of individuals by acquiring information on motivation, adjustment, learning, thinking, individual differences, social influences of behavior, and personality.
Professional Certification	Demonstrate additional attainment of professionalism by displaying a certificate or credentials.
Orientation to Hospitality Industry	Demonstrate understanding of the scope of the hospitality industry by identifying the different segments of the industry, the tourist, and other factors.
Modern Hawaiiana	Demonstrate understanding of our State by identifying points of interest, listing the cultural background and events in the community, reciting geographic facts of the State, and giving directions to important areas in the State.

SKILLS SURVEY OF HOSPITALITY

Sales Personnel (Sales Representative,

What the Workers Do	Skills and Knowledges
Contact by telephone and in person representatives of government, business, and social groups to solicit sales.	Minimum Requirements
Select prospective customers by reviewing information concerning their functions and activities, call or write prospects outlining types of services offered, and quote prices.	Managerial: planning, forecasting, organizing, coordinating, analyzing.
Confer with customers and department heads to plan function details and space, publicity, time schedule, food and beverage service, decorations, etc.	Salesmanship
Apply sales techniques and market analysis in generating sales.	Community and Trade Contacts
Assist with public relations, advertising, and sales promotion.	Communications: compose letters, reports, and handouts; speak persuasively before groups; use listening and telephone techniques.
Participate in community and trade activities or meetings.	Personal Development: dominence, self-confidence, honesty, neatness, good grooming, and dependability.
Write and type letters, memos, activity reports, contracts, and sales materials.	Psychology
Apply knowledge of company rules, regulations, and policies.	Orientation to Hospitality Industry
May serve as convention adviso: during function to minimize confusion and resolve problems.	Basic High School Math

INDUSTRY PERSONNEL

Banquet or Catering Sales)

Performance Standards/Objectives

Minimum

Managerial	Demonstrate the effective use of planning, forecasting, organizing, coordinating, staffing, directing, and decision making.
Salesmanship	Demonstrate skill in organizing and conducting marketing of products and services, and interpreting and applying psychological techniques in marketing.
Community Contacts	Demonstrate familiarity with community and trade persons by listing the names and addresses, and calling them for appointments and meetings.
Communications	Demonstrate skill in writing complete, coherent paragraphs in acceptable grammatical structure for reports, brochures, letters, and memos; have a good vocabulary; and practice expository writing. Demonstrate skill in speaking to person or persons in a persuasive manner through practicing public speaking, or acquiring public speaking techniques and applying them directly with persons or through the use of the telephone.
Personal Development	Demonstrate self-confidence, honesty, dependability, neatness, and good grooming as desirable traits by identifying, comparing, and illustrating their needs in a salesperson.
Psychology	Demonstrate understanding of the complex motives, values, and goals of people by acquiring information on motivation, adjustment, learning, thinking, individual differences, social influences of behavior, and personality.
Orientation to Hospitality Industry	Demonstrate familiarity with the hospitality industry and company operations and services as well as orientation to the hospitality industry by acquiring working experience or knowledge.
Math	Demonstrate ability to add, subtract, multiply, and divide figures accurately as required of a high school senior.

What the Workers Do	Skills and Knowledges
May accept payment, give receipt and change. May drive vehicles, and travel by air or car to secure clients. May do some clerical work.	<u>Desirable Requirements</u> Clerical Procedures: typing, filing, telephone, note taking, penmanship. Marketing Principles Driver's License Basic Laws Modern Hawaiiana Second Language

Performance Standards/Objectives	
Desirable	
Clerical Procedures	Demonstrate skill in filing, telephone techniques, record-keeping, note taking, processing mail and penmanship: by indexing papers; by identifying the proper manner of using telephone equipment and expressions; by completing, storing, and locating records; by processing outgoing and incoming mail; and by illustrating good penmanship techniques.
Marketing Principles	Demonstrate understanding of marketing principles by defining, describing, and applying them to the work situation.
Driver's License	Demonstrate skill in driving by possessing a current State driver's license.
Basic Laws	Demonstrate understanding of the basic elements of hotel, labor, liquor, safety, sanitation, and related government regulations by applying them in the work environment.
Modern Hawaiiana	Demonstrate understanding of our State by identifying points of interest, listing the cultural background and events in the community, reciting geographic facts of the State, and giving directions to important areas in the State.
Second Language	Demonstrate skill in understanding, expressing, and enunciating simple colloquial words or phrases commonly used by foreign tourists (such as conversational Japanese).

SKILLS SURVEY OF HOSPITALITY

Guest Contact Clerical Personnel (Front
Mail or Key Clerk, Receptionist, Telephone

What the Workers Do	Skills and Knowledges
(Do considerable guest contact or guest related work)	Minimum Requirements*
Operate the switchboard or telephone to receive and relay calls, transmit or receive messages, and place long distance calls.	Basic Clerical Procedures: filing, telephone techniques, recordkeeping, note taking, handling mail, penmanship.
Answer inquiries pertaining to rates, services, directions, community, etc.	Typing (30-40 wpm)
Date-stamp, sort, and rack mail and messages; may also mail items for guests.	Business Machines: electric typewriter, 10-key adding machine, cash register.
Type and log check-ins, reservations, calls, etc.	Communications: write complete sentences, speak clearly, listen well.
Greet guests and callers.	Human Relations
Register and assign rooms to guests.	Personal Development: pleasantness, patience, honesty, good grooming, adaptability, and neatness.
Check forms for accuracy and initials.	Basic High School Math
Issue keys and mail to guests.	
Keep room occupancy information current.	*Omit typing or business machines for telephone operators.
Sell rooms or services over counter.	
File and chart confirmed reservations.	

INDUSTRY PERSONNEL

Office, Desk and Counter Clerk,
(PBX) Operator, Reservation Clerk)

Performance Standards/Objectives	
Minimum	
Clerical Procedures	Demonstrate skill in filing, telephone techniques, record-keeping, note taking, processing mail and penmanship: by indexing papers; by using telephone equipment correctly; by completing, storing, and locating records; by processing outgoing and incoming mail; and by illustrating good penmanship techniques.
Typing	Demonstrate skill in typing 30 to 40 net words per minute.
Business Machines	Demonstrate speed and accuracy in the ten-key adding machine to 50 net digits per minute. Demonstrate skill in using the cash register by mastering the keyboard, giving change accurately, and correctly resetting the machine.
Communications	Demonstrate skill in writing words and phrases in correct grammatical structure. Demonstrate ability to speak in a clear voice and with expressions that produce pleasant responses. Demonstrate ability to listen attentively.
Human Relations	Demonstrate ability to get along harmoniously with guests and co-workers by identifying desirable behavior characteristics and by practicing them.
Personal Development	Demonstrate personal traits of pleasantness, patience, honesty, and adaptability. Demonstrate good grooming and neatness by applying acceptable dress standards, personal hygiene, and body care.
Math	Demonstrate ability to add, subtract, multiply, and divide figures accurately as required of a high school senior.

What the Workers Do	Skills and Knowledges
Operate some or all machines: typewriter, teletype, cash register, switchboard, and computer terminal.	Desirable Requirements
Review space, rates, and travel accommodations.	Other Machines: computer terminal, copier.
Apply knowledge of company rules, regulations, and policies.	Salesmanship
May accept payment, give receipt and change.	Reservations and Desk Procedures
May post charges to guest accounts.	Conversational Japanese
May sell tobacco, candy, paper, etc.	Modern Hawaiiana
May do minor clerical work.	Hotel Operations and Hospitality Industry
	Psychology

Clerical Personnel

Performance Standards/Objectives	
Desirable	
Other Machines	Demonstrate the correct use of office machines, such as the copier and computer terminals.
Salesmanship	Demonstrate skill in persuading and concluding sales by applying sales techniques.
Reservations and Desk Procedures	Demonstrate skill in reservations and desk procedures by applying correct practices, forms, and terminology.
Conversational Japanese	Demonstrate skill in understanding, expressing, and enunciating simple colloquial words or phrases commonly used by the Japanese tourist.
Modern Hawaiiana	Demonstrate understanding of the State by identifying points of interest, listing the cultural background and events in the community, reciting geographic facts of the State, and giving directions to important areas in the State.
Hotel Operations and Hospitality Industry	Demonstrate familiarity with the operation of the hotel and of the hospitality industry by identifying and discussing them.
Psychology	Demonstrate understanding of the complex motives, values, and goals of individuals by acquiring information on motivation, adjustment, learning, thinking, individual differences, social influences of behavior, and personality.

What the Workers Do	Skills and Knowledges
Clerks, Typists, Clerk-Typists	**Minimum Requirements for Clerks**
(Do repetitive typing and simple clerical work)	General Clerical Procedures: filing, telephone techniques, handling mail, note taking, duplicating, and record-keeping.
Type and file reports, records, forms, letters, etc.	Typing (40-45 wpm)
Pull information and return them to file.	Business Machines: electric typewriter, 10-key adding machine.
Post information to records on file.	Communications: write complete sentences and paragraphs, speak clearly, listen and follow instructions.
Stamp, sort, and distribute mail.	Human Relations
Answer telephone, take or relay messages, receive and screen callers, give information or transfer calls to appropriate persons.	Personal Development: courtesy, patience, neatness, good grooming, pleasantness, confidence, honesty, adaptability, and dependability.
Compute simple calculations.	Basic High School Math or Business Math
Run errands.	
Operate office machines: electric typewriter, duplicating, adding.	
Assemble printed or typed materials.	
Apply knowledge of company rules, regulations, and policies.	
May perform other clerical duties.	

INDUSTRY PERSONNEL

Clerk, Typist, Steno, Secretary)

Performance Standards/Objectives	
Minimum-Clerks	
Clerical Procedures	Demonstrate skill in filing, telephone techniques, processing mail, note taking, duplicating, and recordkeeping: by acquiring experience in filing procedures; by identifying the proper use of the telephone, and communication techniques; by illustrating good penmanship techniques; by operating office machines; and by handling office supplies.
Typing	Demonstrate skill in typing 40-45 net words per minute.
Business Machines	Demonstrate skill in using the ten-key adding machine and duplicating machine by mastering adding machine keyboards with speed to 50 net digits per minute, and operating the duplicating machines to reproduce a variety of materials.
Communications	Demonstrate skill in writing sentences in correct grammatical structure and apply it to the composition of routine correspondence and proofreading dictation.
	Demonstrate ability to enunciate clearly and to use expressions easily understandable by others.
	Demonstrate ability to listen and follow instructions.
Human Relations	Demonstrate ability to get along harmoniously with guests and co-workers in the work environment.
Personal Development	Demonstrate neatness and good grooming by practicing accepted standards.
	Demonstrate courtesy, patience, dependability, pleasantness, confidence, honesty, and adaptability.
Math	Demonstrate ability to add, subtract, multiply, and divide figures accurately as required of a high school senior, or compute problems related to business.

What the Workers Do	Skills and Knowledges
Stenographers and Secretaries	**Minimum Requirements for Stenos and Secretaries**
(Do transcriptions and perform journeyman level clerical work)	Office Procedures: proof-reading, filing, office organization, recordkeeping.
Transcribe letters and other materials from dictating machines, or take dictation.	Typing (55-65 wpm)
Type form letters, statements, and reports.	Shorthand (80 wpm)
Cut stencils and correct errors in grammar, spelling, and form.	Other Business Machines: dictating and transcription machines, electric or MSTS typewriter, computer terminal, calculator, 10-key adding machine.
Compile and post data to records.	Communications: compose letters and memos.
Classify and file records forms, correspondence, and other materials.	Human Relations
Review, refine, process, prepare, and check forms, records, and reports.	Personal Development
Instruct others in performance of routine clerical tasks.	Basic High School Math or Business Math
Schedule appointments and give information to callers.	**Desirable Requirements for Office Clerical**
Answer telephone, route calls, or take messages.	Psychology
Read and route incoming mail.	Orientation to Hospitality Industry
Apply knowledge of company rules, regulations, and policies.	Modern Hawaiiana
	Leadership
	Basic Accounting Principles

Performance Standards/Objectives	
Minimum-Stenos and Secretaries	
Office Procedures	Demonstrate skill in proofreading, office organization, and recordkeeping by acquiring knowledge and experience.
Typing	Demonstrate skill in typing 55-65 net words per minute.
Shorthand	Demonstrate skill in dictation at 80 net words per minute.
Other Business Machines	Demonstrate skill in use of dictation and transcription machines, MSTS typewriter, computer terminal, and calculator.
Communications	Demonstrate skill in composing business letters.
Human Relations	Demonstrate ability to get along harmoniously with guests and co-workers in the work environment.
Personal Development	Demonstrate accepted standards of neatness and good grooming.
	Demonstrate pleasantness, confidence, honesty, and adaptability.
Math	Demonstrate ability to add, subtract, multiply, and divide figures accurately as required of a high school senior.
Desirable-Office Clerical	
Psychology	Demonstrate understanding of motivation, adjustment, learning, thinking, individual differences, social influences of behavior, and personality.
Orientation to Hospitality Industry	Demonstrate familiarity with hotel functions and services as well as orientation to the hospitality industry.
Modern Hawaiiana	Demonstrate understanding of the State by identifying points of interest, cultural background and events, and giving directions to important areas of the State.
Leadership	Demonstrate ability to communicate and direct others.
Basic Accounting Principles	Demonstrate skill in analyzing business statements and financial reports.

SKILLS SURVEY OF HOSPITALITY

Accounting Personnel
Clerk, Account Clerk,

What the Workers Do	Skills and Knowledges
File correspondence, invoices, and other records; locate and remove materials from files and records, and retrieve missing file folders.	Minimum Requirements*
Transcribe and summarize purchases or services rendered; calculate totals and discounts; check invoices for accuracy, and prepare bills and statements.	General Clerical Procedures
Post details of business transactions to journals, tally and balance postings, and open and close records.	Accounting Skills: posting, verifying, and journalizing accounts.
Operate office and business machines to record, compute, and verify information.	Typing (40 wpm)
Compute wages, keep payroll data, and maintain records of withheld wages, and prepare and distribute checks.	Business Machines: typewriter, 10-key adding machine, calculator, posting machine, cash register, duplicating machines.
Receive payment, make change, cash checks, keep record of cash transactions, prepare daily cash summaries, balance cash and prepare deposits; may make foreign currency exchange.	Communications: write complete sentences, speak clearly, listen well.
Compile, verify, and record transactions to ledgers, audit accounts, distribute charges and credits, adjust and close journal entries, and prepare financial records.	Human Relations
	Personal Development: detail-orientation, neatness, honesty, adaptability, dependability, patience.
	Basic High School or Business Math
	*Omit typing, general clerical procedures, and accounting for cashiers.

INDUSTRY PERSONNEL

(Cashier, Payroll
Bookkeeper, Night Auditor)

Performance Standards/Objectives

Minimum

Clerical Procedures	Demonstrate skill in filing, telephone techniques, processing mail, note taking, and duplicating: by acquiring experience in filing procedures; by the proper use of the telephone; by illustrating good penmanship techniques; by operating office machines; and by handling office supplies.
Accounting Skills	Demonstrate skill in applying accounting terminology, recording transactions, journalizing, and posting.
Typing	Demonstrate skill in typing 40-45 net words per minute.
Business Machines	Demonstrate speed and accuracy in use of accounting machines by mastering keys to 50 net digits per minute.
Communications	Demonstrate skill in writing phrases and words in correct grammatical structure and apply to the composition of routine correspondence and reports, and proofread them.
	Demonstrate ability to enunciate clearly and to use expressions easily understandable by other workers.
	Demonstrate ability to listen and follow instructions.
Human Relations	Demonstrate ability to get along harmoniously with others in the work environment.
Personal Development	Demonstrate and show interest and skill in details.
	Demonstrate neatness, honesty, dependability, patience, courtesy, and adaptability.
Math	Demonstrate ability to add, subtract, multiply, and divide figures accurately as required of a high school senior.

What the Workers Do	Skills and Knowledges
Prepare accounting reports, balance sheets, and income statements. Apply knowledge of company rules, regulations, and policies. May assist in taking inventory.	<u>Desirable Requirements</u> Advanced Accounting Skills: preparing and balancing financial statements. Other Business Machines: microfilm, computer, bookkeeping. Basic Laws: hotel, commercial, and government. Orientation to Hospitality Industry

Personnel

Performance Standards/Objectives	
Desirable	
Advanced Accounting Skills	Demonstrate skill in preparing, balancing, interpreting financial statements such as income statements, cost control forms, and ledgers.
Other Business Machines	Demonstrate ability to use microfilm, computer terminal, and other bookkeeping machines.
Basic Laws	Demonstrate understanding of the basic elements of hotel, labor, liquor, safety, sanitation, and related government regulations by applying them in the work environment.
Orientation to Hospitality Industry	Demonstrate familiarity with hotel operations and the hospitality industry by acquiring work experience or knowledge.

SKILL SURVEY OF HOSPITALITY

Storeroom Personnel (Stock Clerk,

What the Workers Do	Skills and Knowledges
Receive, store, and issue equipment, materials, foodstuffs, liquor, and tools.	Minimum Requirements
Count, weigh, examine, compute, and sort incoming items to verify receipt of items on requisitions or invoices.	Physical Strength and Stamina; Agility
Store items to designated areas as to type, size, and perishability.	Basic Clerical Procedures: filing, recordkeeping, telephone techniques, and penmanship.
Record and update inventory records, assist in taking inventory and compute costs.	Inventory Methods
Fill orders, deliver or issue supplies.	Communications: write words and phrases, follow instructions, speak clearly.
Compile reports of spoilage, damage, delivery, and usage of stock.	Human Relations
Check storeroom area and equipment to meet temperature, safety and sanitary regulations; report needed repairs and maintain cleanliness of area.	Personal Development: honesty, adaptability, neatness, orderliness, and dependability.
Prepare standard order forms, check prices and quantities needed to maintain stock.	Basic High School Math
Use telephone, give information, orders, and instructions.	Desirable Requirements
Pack and wrap, or unwrap materials.	Working Equipment: scale, cart, fork lift, hand cart, vehicle.
	Market and Product Knowledge
	Basic Accounting Skills: post, record, and journalize.
	Business Machines: typewriter (25 wpm), 10-key adding machine, telephone.

INDUSTRY PERSONNEL

Receiving Clerk, Storekeeper)

Performance Standards/Objectives	
Minimum	
Physical Strength	Demonstrate ability to lift and carry 100 lbs.; and practice agility.
Clerical Procedures	Demonstrate skills in filing, telephone techniques, record-keeping, processing mail and supplies: by acquiring experience in filing procedures, by using the telephone and communication techniques correctly, by maintaining records accurately, and by checking office supplies.
Inventory Methods	Demonstrate ability to conduct physical and perpetual inventories and to maintain accurate records of them.
Communications	Demonstrate skill in writing words and phrases in correct grammatical structure, in following simple instructions correctly, and in enunciating clearly.
Human Relations	Demonstrate ability to get along harmoniously with guests and co-workers in the work environment.
Personal Development	Demonstrate honesty, adaptability, neatness, orderliness, and dependability.
Math	Demonstrate ability to add, subtract, multiply, and divide figures accurately as required of a high school senior.
Desirable	
Working Equipment	Demonstrate skill in the use of scale, cart, fork lift, hand truck, and vehicle with a current driver's license and by operating such equipment according to safety standards.
Market and Product Knowledge	Demonstrate skill in recognizing types, grades, and other specifications of materials and supplies; in pinpointing the location and availability of products, and storage requirements.
Basic Accounting	Demonstrate skill in analyzing business forms and transactions, and by acquiring basic accounting terminology.

What the Workers Do	Skills and Knowledges
Operate various equipment to store and distribute supplies.	Safety and Sanitary Regulations and Work Methods
Check and verify information on forms and route them to accounting.	Company Organization
Secure area with locks and keys.	
Advise purchasing agent on storeroom condition and inventory.	
Apply knowledge of company rules, regulations, and inventory.	
May perform some clerical duties.	

Personnel

	Performance Standards/Objectives
Business Machines	Demonstrate skill in typing 25 net words per minute and in mastering the 10-key adding machine to 50 net digits per minute.
Safety and Sanitary Regulations	Demonstrate ability to operate equipment and facilities, and handle materials with minumum accidents and contamination.
Company Organization	Demonstrate familiarity with activities and services of the company, and identify supplies and materials required.

What the Workers Do	Skills and Knowledges
Patrol and inspect premises, unarmed and on foot, to protect against illegal entry, vandalism, infraction of rules, fire, and theft.	Minimum Requirements
Punch a watchman's time clock to record time of inspection trips.	Physical Stamina and Agility
Examine and test doors, windows, and gates to determine that they are secure; examine equipment and machinery to ascertain if tampered with or damaged.	Investigative Procedures: identify, recognize, and analyze problems.
Observe incoming and outgoing personnel, issue employee time cards, and check employee entrance and departure to guard against theft or unauthorized persons.	Communications: listen well, speak clearly, able to write complete sentences.
Attempt to forestall illegal actions and caution violators of rule infractions.	Human Relations
Report irregularities and suspicious circumstances to superior, police department, or fire department.	Personal Development: confidence, neatness, honesty, adaptability, patience, courtesy, and dependability.
Investigate causes and results of accidents.	Basic High School Math
Answer questions and give directions upon request.	Desirable Requirements
Write or type and file daily activity report, including property damage, malfunctions, and unusual occurrences.	Basic Law: liability, criminal, hotel, government.
	First Aid and Safety Techniques
	Emergency Procedures

INDUSTRY PERSONNEL

Watchman, Security Officer)

Performance Standards/Objectives	
Minimum	
Physical Stamina	Demonstrate ability and willingness to stand and work most of the work day; and practice agility.
Investigative Procedures	Demonstrate skill in recognizing and reporting problems, such as infractions of rules, unsafe circumstances, theft.
Communications	Demonstrate ability to listen and remember well.
	Demonstrate ability to enunciate clearly and to use expressions easily understood by others.
	Demonstrate skill in writing simple phrases and sentences in acceptable grammatical structure, especially in a narrative report form.
Human Relations	Demonstrate ability to get along harmoniously with guests and co-workers in the work environment.
Personal Development	Demonstrate confidence, honesty, adaptability, patience, courtesy, and dependability.
	Demonstrate neatness and good grooming by practicing the accepted standards of dress and personal hygiene.
Math	Demonstrate ability to add, subtract, multiply, and divide figures accurately as required of a high school senior.
Desirable	
Basic Law	Demonstrate understanding of the basic elements of liability, criminal, hotel, and government laws and regulations by applying them to work situations.
First Aid and Safety Techniques	Demonstrate skill in identifying cuts, burns, bleeding, and similar injuries, and applying some assistance before medical help arrives.
Emergency Procedures	Demonstrate ability to carry out emergency procedures by applying them in the work environment.

What the Workers Do	Skills and Knowledges
Apply knowledge of company rules, regulations, and policies. May render first aid to injured or call for medical service. May collect tickets or examine credentials at entrance.	Typing (25 wpm) Modern Hawaiiana Clerical Procedures: telephone techniques, filing. Psychology Orientation to Hospitality Industry

Personnel

	Performance Standards/Objectives
Typing	Demonstrate skill in typing 25 net words per minute.
Modern Hawaiiana	Demonstrate understanding of the State by identifying points of interest, listing the cultural background and events in the community, reciting geographic facts of the State, and giving directions to important areas of the State.
Clerical Procedures	Demonstrate skill in filing papers and telephone techniques: by acquiring experience in filing and by practicing telephone courtesy.
Psychology	Demonstrate understanding of the motives, personalities, and attitudes of people.
Orientation to Hospitality Industry	Demonstrate familiarity with hotel operations and the hospitality industry by acquiring work experience or knowledge.

SKILLS SURVEY OF HOSPITALITY

Uniform Services Personnel
Messenger, Valet, Shuttle

What the Workers Do	Skills and Knowledges
Stand at post, greet arriving and departing guests, assist them to and from vehicle or entrance, and answer inquiries.	Minimum Requirements Physical Strength and Stamina; Agility
Escort incoming guest to room, carry luggage, inspect room for order and adequate supplies, explain features of room.	Driver's License
Assist guest check-out by carrying luggage.	Communications: write words and phrases, speak well, listen well
Answer and provide information about services and facilities of hotel, points of interest, entertainment, directions, and community.	Human Relations
Deliver messages, packages, luggage, and laundry; transfer luggage, furnish articles to guests upon request.	Personal Development: good grooming, neatness, pleasantness, courtesy, patience, honesty, dependability, and adaptability.
Hail taxicab and assist guests to and from vehicle.	Basic Math
Issue tickets and collect payment for parking service.	
Report all minor repairs and maintenance work for attention.	Desirable Requirements Salesmanship
Apply knowledge of company rules, regulations, and policies.	Working Equipment: scale, cart, vehicle.
May do light cleaning of lobby area.	Psychology

INDUSTRY PERSONNEL

Door Attendant, Bell Attendant,
Driver, Lobby Host/Hostess)

Performance Standards/Objectives	
Minimum	
Physical Strength and Stamina; Agility	Demonstrate ability and willingness to carry 50 lbs., to stand most of the work day; and practice agility.
Driver's License	Demonstrate skill in driving a motor vehicle by possessing a current State driver's license.
Communications	Demonstrate skill in writing words and phrases in acceptable grammatical structure.
	Demonstrate skill in speaking in a clear, pleasant, and audible voice.
	Demonstrate skill in listening and in following instructions correctly.
Human Relations	Demonstrate ability to get along harmoniously with guests and co-workers in the work environment.
Personal Development	Demonstrate neatness and good grooming by practicing the accepted standards of dress and personal hygiene.
	Demonstrate pleasantness, patience, courtesy, honesty, dependability, and adaptability.
Math	Demonstrate ability to add, subtract, multiply, and divide figures accurately as required of a high school senior.
Desirable	
Salesmanship	Demonstrate skill in persuading and concluding sales by listing sales techniques.
Working Equipment	Demonstrate ability to use carts, vehicles, and other required equipment.
Psychology	Demonstrate understanding of the motives, personalities, and attitudes of people.

What the Workers Do	Skills and Knowledges
May assist in unpacking and arranging merchandise display. May sell stamps, newspapers, cigarettes, etc. May drive vehicle and escort guests to and from hotel.	Modern Hawaiiana Orientation to Hospitality Industry

Personnel

	Performance Standards/Objectives
Modern Hawaiiana	Demonstrate understanding of our State by identifying points of interest, listing the cultural background and events in the community, reciting geographic facts of the State, and giving directions to important areas in the State.
Orientation to Hospitality Industry	Demonstrate understanding of the scope of the hospitality industry by identifying the different segments of the industry, the tourist, and other factors.

SKILLS SURVEY OF HOSPITALITY

Housekeeping Personnel
Attendant,

What the Workers Do	Skills and Knowledges
(Keep building or assigned areas in clean and orderly condition)	Minimum Requirements for Housekeepers
Sweep, mop, scrub, and wax floors.	Physical Strength and Stamina; Agility
Vacuum and shampoo carpet.	Cleaning Procedures
Wash walls, woodwork and windows, and ceiling.	Communications: read and follow simple instructions; write abbreviations.
Move and arrange furniture.	Human Relations
Polish metalwork.	Personal Development: neatness, friendliness, honesty, dependability, and adaptability.
Dust, polish, and disinfect furniture and furnishings.	Basic Math
Empty wastebaskets and ashtrays.	
Clean bathroom fixtures.	
Replenish guest and public rooms with linen, towel, paper, and other supplies.	
Remove room service trays and carts from guest areas.	
Make bed and turn mattresses.	Minimum for Linen Room Attendant
Fill out reports.	Recordkeeping
Operate vacuum cleaner and heavy-duty power-operated equipment.	Human Relations
Use brooms, brushes, carts, dusters, and detergents.	Personal Development
Collect soiled linen for laundering.	

INDUSTRY PERSONNEL

(Housekeepers, Laundry and Linen Room Seamstress)

Performance Standards/Objectives

Minimum-Housekeepers

Physical Strength and Stamina; Agility	Demonstrate ability and willingness to do manual tasks on a repetitive basis.
	Demonstrate ability to carry 25 lbs., willingness to lift, bend, stand, and walk most of the work day; and practice agility.
Cleaning Procedures	Demonstrate skill in applying cleaning techniques.
Communications	Demonstrate ability to listen well, read simple words and phrases, write correct abbreviations, follow instructions.
Human Relations	Demonstrate ability to get along harmoniously with guests and co-workers in the work environment.
Personal Development	Demonstrate neatness and good grooming by practicing the accepted standards of dress and personal hygiene.
	Demonstrate honesty, friendliness, dependability, and adaptability.
Math	Demonstrate ability to add and subtract accurately.

Minimum-Linen Room Attendant

Recordkeeping	Demonstrate ability to record figures and words correctly on control forms and inventory books.
Human Relations	Demonstrate ability to get along harmoniously with guests and co-workers in the work environment.
Personal Development	Demonstrate neatness and good grooming by practicing the accepted standards of dress and personal hygiene.

What the Workers Do	Skills and Knowledges
Prepare laundry process by loading, counting, unloading, folding and sorting articles into washer, wringer, and dryer.	Basic High School Math Communications: write words and phrases.
Sort, fold, mark, and carry clean linen to storage areas.	<u>Minimum for Seamstress</u>
Examine laundered items to insure cleanliness and serviceability.	Operate Sewing Machine
Maintain inventory record on linen and supplies.	
Repair garments, linen, curtains, and towels by operating a sewing machine.	<u>Desirable Requirements for All Housekeeping Personnel</u>
Apply knowledge of company rules, regulations, and policies.	Safety and Sanitary Regulations
May do night turndown.	Modern Hawaiiana Housekeeping Machines and Equipment Psychology Orientation to Hospitality Industry

Personnel

	Performance Standards/Objectives
Math	Demonstrate ability to add, subtract, multiply, and divide figures accurately as required of a high school senior.
Communications	Demonstrate ability to listen well, read simple words and phrases, write correct abbreviations, follow instructions.
<u>Minimum-Seamstress</u>	
Operate Sewing Machine	Demonstrate skill in operating a power sewing machine by mending and sewing furnishings.
<u>Desirable</u>	
Safety and Sanitary Regulations	Demonstrate skill in applying safe and sanitary work methods.
Modern Hawaiiana	Demonstrate understanding of the State by identifying points of interest, listing the cultural background and events in the community, reciting the geographic facts of the State, and giving directions to important areas of the State.
Housekeeping Equipment	Demonstrate skill in using commercial equipment in the housekeeping department by identifying operating procedures, and correctly using them with minimum breakdowns or problems.
Psychology	Demonstrate understanding of the motives, personalities, and attitudes of people.
Orientation to Hospitality Industry	Demonstrate understanding of hotel operations and the hospitality industry by acquiring work experiences or knowledge.

SKILLS SURVEY OF HOSPITALITY

Mechanic and Maintenance Journeyman Personnel (General Maintenance Plumber, Electrician, Refrigeration Mechanic, Air Conditioning

What the Workers Do	Skills and Knowledges
Perform preventive maintenance by oiling, greasing, replacing, cleaning, adjusting, and testing engines and mechanical equipment.	<u>Minimum Requirements</u>
Repair equipment by checking wear, cracks, connections, parts, and replacing with new ones.	Experience in the Trade on a Journeyman Level
Read and interpret blueprints, diagrams, engineering or design specifications, lubrication charts and repair manuals.	Physical Strength and Stamina; Agility
Install new equipment with tools.	Drafting
Maintain record of maintenance service.	Communications: write words or simple sentences; follow instructions.
Diagnose, disassemble, reassemble, overhaul, and install engines, wiring system, plumbing system, and motorized equipment.	Human Relations
Requisition materials, equipment, tools, and supplies.	Personal Development: self-confidence, honesty, neatness, dependability, and adaptability.
Apply mathematical formulae in computing repairs.	Basic High School Math
Maintain inventory of supplies, parts, and equipment.	<u>Desirable Requirements</u>
Make estimates of costs.	Leadership
Apply knowledge of company rules, regulations, and policies.	Calculus and Geometry
	State or County License

INDUSTRY PERSONNEL

Man, Radio Technician, Auto Mechanic, Machinist, Carpenter, Mechanic, Aircraft Mechanic, Mechanical Engineer, Journeyman)

Performance Standards/Objectives	
Minimum	
Journeyman Experience	Demonstrate competency in specialized mechanical or engineering skills by displaying proof of journeyman status.
Physical Strength and Stamina; Agility	Demonstrate ability to carry 100 lbs., williness to stand, lift, and bend most of work day; and practice agility.
Drafting	Demonstrate skill in applying basic drafting techniques and in using and reading the symbols and conventions.
Communications	Demonstrate skill in writing words, and simple sentences in correct grammatical structure; practice good listening; and demonstrate ability to read and follow instructions.
Human Relations	Demonstrate ability to get along harmoniously with guests and co-workers in the work environment.
Personal Development	Demonstrate self-confidence, honesty, neatness, dependability, and adaptability.
Math	Demonstrate ability to add, subtract, multiply, and divide figures accurately as required of a high school senior.
Desirable	
Leadership	Demonstrate ability to instruct and motivate others.
Calculus and Geometry	Demonstrate skill in calculus and geometry problems.
State or County License	Demonstrate job competency by possessing a State or county license available to qualified specialist or tradesman.

SKILLS SURVEY OF HOSPITALITY

Grounds and Maintenance Utility Personnel
Greenskeeper, Maintenance Utility,

What the Workers Do	Skills and Knowledges
Care for and maintain lawns, plants, walkways, tee-off areas, and other grounds areas by cleaning, planting, removing, watering, fertilizing, trimming, sweeping, digging, and raking.	<u>Minimum Requirements</u> Physical Strength and Stamina; Agility
Apply insecticides and fungicides to plants and lawns.	Driver's License (for drivers and equipment operators)
Assist in landscaping and reconstructing grounds.	Life Saving Techniques (for pool attendants)
Load, unload, stock, move, carry, and push materials and equipment from vehicles or storage areas by hand or vehicle to work sites.	Tools and Equipment
Collect and empty disposal materials.	Communications: listen well and read simple instructions.
Assist in repairing and maintaining physical structure of building.	Human Relations
Use a variety of hand and power tools.	Personal Development: honesty, dependability, adaptability, confidence, neatness.
Drive a vehicle and operate power equipment.	Basic Math
Maintain order, safety, and sanitary care of pool area and equipment; issue supplies; and clean pool.	<u>Desirable Requirements</u> Other Equipment and Vehicles
Apply knowledge of company rules, regulations, and policies.	General Maintenance Skills

INDUSTRY PERSONNEL

(Laborer, Groundskeeper, Pool Attendant,
Grounds Equipment Operator, Driver)

Performance Standards/Objectives	
Minimum	
Physical Strength and Stamina; Agility	Demonstrate ability and willingness to do manual tasks on a repetitive basis. Demonstrate ability to lift and carry 100 lbs. and willingness to stand most of the work day; and practice agility.
Driver's License	Demonstrate skill in driving a motor vehicle by possessing a current State driver's license.
Life Saving	Demonstrate life saving techniques by possessing a current Life Saving Certificate and First Aid Training Card.
Tools and Equipment	Demonstrate skill in the use of equipment, materials, and tools safely and correctly.
Communications	Demonstrate ability to listen well and read simple words and sentences by correctly following the instructions.
Human Relations	Demonstrate ability to get along harmoniously with guests and co-workers in the work environment.
Personal Development	Demonstrate neatness and the use of honesty, dependability, confidence, and adaptability by practicing them.
Basic Math	Demonstrate ability to add and subtract accurately.
Desirable	
Other Equipment	Demonstrate ability to operate more complex vehicles and equipment by using them safely and correctly.
Maintenance Skills	Demonstrate skill in doing simple repairs and replacements, assist mechanic or maintenance man, and perform job to his satisfaction.

SKILLS SURVEY OF HOSPITALITY

Food and Beverage Service Personnel (Busboy/ Bar Porter, Bartender/Bartendress,

What the Workers Do	Skills and Knowledges
(Do a variety of public contact work to facilitate dining and bar service)	Minimum Requirements
Arrange dining and cocktail areas in an attractive and orderly way by cleaning, arranging, and setting tables; bringing in furniture, wares, and supplies; preparing work stations; and decorating rooms.	Physical Strength and Stamina; Agility
Greet and seat guests.	Muscular and Mental Coordination
Merchandise food and beverage with menu presentation, suggestions, and displays.	Public Contact
Take orders, write tickets or checks, answer questions concerning menu, food and beverage, food preparation methods, and place order to kitchen or bar.	Menu Terminology
Carry food and beverage by hand, tray, or cart to the tables and serve according to standard procedures.	Bartending
Provide prompt, pleasant, coordinated, and accurate sequence of service.	Health and Liquor Clearance
Prepare drinks by mixing, blending, and pouring according to standard recipes.	Communications: write legibly, listen and speak well.
Deliver and remove food and beverage orders from lounge rooms and offices.	Human Relations
	Personal Development: honesty, adaptability, self-confidence, assertiveness, courtesy, attentiveness, dependability, neatness, good grooming, patience, and tolerance.

INDUSTRY PERSONNEL

Busgirl, Waiter/Waitress, Counter Attendant,
Wine Steward, Captain, Host/Hostess)

Performance Standards/Objectives

Minimum

Physical Stength and Stamina; Agility	Demonstrate ability to carry 25 lbs., willingness and ability to stand, walk, lift, and bend most of the work day; and practice agility.
Coordination	Demonstrate ability to coordinate muscular and mental activities in the service of food and beverage to guests.
Public Contact	Demonstrate ability to relate to people by performing activities that lead to satisfying guest responses.
Menu Terminology	Demonstrate ability to read, spell, define, and pronounce words and phrases commonly found on menus.
Bartending	Demonstrate skill in mixing standard bar drinks without recipes.
Health and Liquor Clearance	Demonstrate physical well-being by displaying a doctor's certificate of good health and tuberculosis clearance.
	Demonstrate ability to be hired by possessing a blue card of approval from the Liquor Commission.
Communications	Demonstrate skill in abbreviating words and writing phrases correctly.
	Demonstrate skill in speaking in a clear voice and use expressions that command pleasant response.
	Demonstrate ability to listen and remember with great accuracy.
Human Relations	Demonstrate ability to get along harmoniously with guests and co-workers in the work environment.
Personal Development	Demonstrate acceptable good grooming and body hygiene by practicing them in the work environment.
	Demonstrate honesty, adaptability, self-confidence, courtesy, assertiveness, dependability, tolerance, patience, and attentiveness by applying them to the guest's satisfaction.

What the Workers Do	Skills and Knowledges
Clear soiled or finished items between courses from guest table to wash areas.	Basic Math
Carry, reset, and replenish tables and work stations and bar with supplies.	Desirable Requirements
Set up and decorate banquets and social functions with furniture, furnishings, and supplies.	Food Preparation
Present bill, accept payment, give change, and obtain authoized signatures.	Experience in Dining Service or Bartending
Ring sales, balance cash, and prepare cash report.	Salesmanship
Answer questions and provide information on hotel service, facilities, and community.	Leadership
Promote sale and service of wine.	Wine and Liquor Culture
Requisition supplies, keep empty bottles, and maintain inventory records.	Safety and Sanitary Regulations and Work Habits
Schedule guest reservations and worker assignments.	Liquor and Labor Regulations
Handle guest complaints.	Modern Hawaiiana
Secure dining and bar areas after closing, with keys.	
Apply knowledge of company rules, regulations, and policies.	
May prepare food before guests using special equipment, tools, and supplies.	

Service Personnel

	Performance Standards/Objectives
Math	Demonstrate ability to add, subtract, multiply, and divide figures, including decimals, accurately as required of a high school senior.
Desirable	
Food Preparation (for waiters)	Demonstrate understanding of food preparation by defining menu terminology and observing kitchen procedures in preparing hot and cold foods.
Experience in Service or Bartending	Demonstrate proficiency in serving guests or bartending by applying varied service techniques, or by mixing drinks with agility.
Salesmanship	Demonstrate skill in merchandising food, beverage, and service.
Leadership	Demonstrate ability to instruct and motivate others.
Wine and Liquor Culture	Demonstrate knowledge of wines and liquors and their correct service.
Safety and Sanitary Work	Demonstrate ability to perform tasks in a safe and sanitary manner.
Liquor and Labor Laws	Demonstrate understanding of liquor and basic labor laws by applying them to the work environment.
Modern Hawaiiana	Demonstrate understanding of the State by identifying points of interest, listing the cultural background and events in the community, reciting geographic facts of the State, and giving directions to important areas of the State.

SKILLS SURVEY OF HOSPITALITY

Food Preparation and Kitchen
Specialty Cook, Pantry, Cook's

What the Workers Do	Skills and Knowledges
(Perform a variety of unskilled, semi-skilled, and skilled culinary work)	Minimum Requirements for Cooks
Read menu and production needs and follow standard recipes and procedures in preparing food.	Physical Strength and Stamina; Agility
Wash, peel, cut, shred, and slice vegetables and fruits; gut, trim, grind, and bone meat, fish, and poultry.	Tools and Kitchen Equipment
Measure and mix ingredients using a variety of kitchen equipment and utensils: blender, mixer, grinder, slicer, tenderizer, pots, pans, spoons, forks, spatula.	Culinary Terminology
Prepare salads, appetizers (pupus), sandwiches, gelatins, dressings; garnish, fruits, juices; brew tea and coffee.	Health Clearance
Prepare soups, gravies, meats, sauces, fillings, rolls, cakes, and pastry.	Communications: read and follow simple instructions; possess good memory.
Bake, roast, broil, fry, and steam variety of meats, fish, poultry, dough, and vegetables using ovens, stoves, broilers, fryers, and steamers.	Human Relations
Carve or portion food; add gravies, sauces, icing, garnishes, and decorations; serve orders as requested.	Personal Development: neatness, honesty, adaptability, patience, dependability.
	Desirable Requirements for Cooks
	Quantity Food Preparation (in a limited time)

INDUSTRY PERSONNEL

Personnel (Cook, Baker, Helper, Steward, Utility)

Performance Standards/Objectives

Minimum-Cooks

Physical Stength and Stamina; Agility	Demonstrate ability to carry 25 lbs., willingness and ability to stand, walk, lift, and bend most of work day; and practice agility.
Tools and Kitchen Equipment	Demonstrate skill in the use of knives and other tools by acquiring progressive practice in cutting, chopping, slicing, and sharpening methods.
	Demonstrate skill in the use of commercial kitchen equipment, discussing acceptable operating procedures, and using them in food preparation.
Culinary Terminology	Demonstrate understanding of words and phrases commonly used in menus, recipes, and culinary work by defining and using them correctly.
Health Clearance	Demonstrate physical fitness by displaying a doctor's certificate of good health and tuberculosis clearance.
Communications	Demonstrate ability to hear and read simple words and phrases by correctly following the instructions given.
	Demonstrate ability to remember numbers and words by practicing food preparation as orally instructed.
Human Relations	Demonstrate ability to get along harmoniously with guests and co-workers in the work environment.
Personal Development	Demonstrate neatness, honesty, and adaptability, patience and dependability.

Desirable-Cooks

Quantity Food Preparation	Demonstrate skill in preparing food in quantity within a time limit.

What the Workers Do	Skills and Knowledges
Regulate heat to provide proper temperature in preparing and holding food.	Advanced Culinary Work
Decorate food with special glazes, icing, and other toppings.	Safety and Sanitary Work Methods
Prepare specialty foods, ice carvings, and culinary pieces.	
Clean and wipe work tables, meatblocks, shelves, sinks, stoves, ovens, broilers, steamers, ice boxes, racks, carts, pots, pans, utensils.	Minimum Requirements for Utility
Sweep and mop floors; remove disposal materials; wash tableware in dish machine.	Physical Strength and Stamina; Agility
Transfer supplies and equipment from storage to work areas by hand, cart, or truck.	Health Clearance
Take inventory of food and supplies.	Communications: read and follow simple instructions.
Apply knowledge of company rules, regulations, and policies.	Human Relations
May prepare, season, and cook in view of customers.	Personal Development: honesty, neatness, dependability, and adaptability.
May plan menu.	
May order food-stuffs and supplies.	

Kitchen Personnel

	Performance Standards/Objectives
Advanced Culinary Work	Demonstrate skill in advanced culinary work, such as ice carving, decorating, sauces and specialty dishes, by mastering the tools and techniques required.
Safety and Sanitary Regulations	Demonstrate skill in applying safety and sanitary work methods.
<u>Minimum-Utility</u>	
Physical Strength and Stamina; Agility	Demonstrate ability and willingness to do manual work on a repetitive basis. Demonstrate ability to carry 50 lbs., willingness and ability to stand, lift, and bend most of the work day; and practice agility.
Health Clearance	Demonstrate physical fitness by possessing a doctor's certificate of good health and tuberculosis clearance.
Communications	Demonstrate ability to hear and read simple words and phrases by correctly following instructions given.
Human Relations	Demonstrate ability to get along harmoniously with guests and co-workers in the work environment.
Personal Development	Demonstrate neatness, honesty, dependability, and adaptability by practicing them.

SKILLS SURVEY OF HOSPITALITY

Reservations and Ticketing Personnel
Reservations Agent or Reservationist

What the Workers Do	Skills and Knowledges
Sell and issue transportation tickets; make and confirm reservations for space, lodging and related accommodations; compute costs. Plan and type routes and itineraries; read and consult maps, time schedules, rate books, directories, and bulletins for current information and points of interest. Answer inquiries by telephone, letter, teletype, or in person on travel mode, schedules, types of accommodations, costs, regulations, and services; make suggestions; provide descriptive literature. Contact individuals or groups to solicit travel business; explain services, routes, and rates; distribute literature. Type reports, reservation cards, tickets, coupons, bills, letters, name lists, refunds, and receipts, using typewriter or computer terminal. File and review reservations, name lists, and spaces; assign connecting accommodations; tally count; mail and prepare packets and travel materials.	<u>Minimum Requirements</u> Clerical Procedures: filing, recordkeeping, processing mail, telephoning. Typing (35 wpm) Business Machines: electric typewriter, 10-key adding machine. Travel Information: travel schedules, directories, terminology, maps. Communications: use of words, phrases, and simple sentences; legible printing; clear speaking voice; and good listening. Human Relations Personal Development: pleasantness, confidence, neatness, good grooming, honesty, patience, adaptability, courtesy, and dependability. Basic High School Math

INDUSTRY PERSONNEL

(Transportation Clerk, Ticket Agent,
Travel Agent or Tour Coordinator

Performance Standards/Objectives	
Minimum	
Clerical Procedures	Demonstrate skill in filing, telephone techniques, record-keeping, processing mail: by acquiring experience in filing procedures; by using telephone and communication techniques correctly; by illustrating good penmanship technique; and by completing, storing, and locating records.
Typing	Demonstrate skill in typing 35 net words per minute.
Business Machines	Demonstrate skill in using the electric typewriter, ten-key adding machine, and duplicating machines: by typing 35 net words per minute, by adding with speed and accuracy to 50 net digits per minute, and by reproducing a variety of materials on the duplicating machine.
Travel Information	Demonstrate ability to read, interpret, and apply rates, schedules, terms, and related data in travel arrangements.
Communications	Demonstrate skill in writing words, phrases, and simple sentences in correct grammatical structure.
	Demonstrate skill in printing abbreviations and words legibly.
	Demonstrate skill in speaking by telephone or in person in a clear and pleasant voice, and in listening attentively.
Human Relations	Demonstrate ability to get along harmoniously with guests and co-workers in the work environment.
Personal Development	Demonstrate neatness and good grooming by practicing the accepted standards of dress and personal hygiene.
	Demonstrate pleasantness, confidence, honesty, dependability, adaptability, and courtesy.
Math	Demonstrate ability to add, subtract, multiply, and divide figures accurately as required of a high school senior.

What the Workers Do	Skills and Knowledges
Maintain records of sales and supplies inventory; requisition supplies. Take trips for familiarization and check on destinations and accommodations; attend travel functions and seminars. Apply knowledge of company rules, regulations, and practices. May arrange for visas, baggage handling, inoculations, etc. May contact clients to verify satisfaction of services.	Desirable Requirements Other Business Machines: calculator, computer terminal Reservations Procedures Laws: commercial, hotel, federal, and travel regulations. Driver's License World Geography Modern Hawaiiana Orientation to Hospitality Industry

Ticketing Personnel

Performance Standards/Objectives

Desirable

Other Business Machines	Demonstrate skill in the use of calculator and computer terminal by developing proficiency level required by the company.
Reservations Procedures	Demonstrate skill in confirming reservation requests by accurately recording and filing them.
Laws	Demonstrate understanding of local and international laws pertaining to travel and apply them to the work environment.
Driver's License	Demonstrate skill in driving by possessing a current State driver's license.
World Geography	Demonstrate familiarity with countries and regions by identifying locations, names, and outstanding features.
Modern Hawaiiana	Demonstrate understanding of State by identifying points of interest, listing the cultural background and events in the community, reciting geographic facts of the State, and giving directions to important areas of the State.
Orientation to Hospitality Industry	Demonstrate understanding of the scope of the hospitality industry by identifying the different segments of the industry, the tourist, and other factors.

SKILLS SURVEY OF HOSPITALITY

Guide Attendant Personnel
Greeter, Tour Escort,

What the Workers Do	Skills and Knowledges
General Greet guests, assist with safety and comfort requirements; answer questions; distribute materials; collect tickets or money; prepare required reports; describe services and facilities; apply company rules, regulations, and practices. **Airline Attendants** Verify tickets, explain and demonstrate use of safety and cabin equipment, serve meals and beverages. **Tour Escorts and Greeters** Handle luggage; assist with arrival, departure, and boarding services; accompany and escort groups on trips; explain tour and optional events; sell optional events; describe places, events, and Hawaiiana; handle travel and personal problems; make reservations for accommodations and transportation.	**Minimum Requirements** Physical Strength and Stamina (except for bus drivers) Physical Exam (esp. flight attendants) Driver's License (for bus drivers) Modern Hawaiiana Orientation to Hospitality Industry Communications: write legibly, speak clearly, and listen well. Human Relations Personal Development: pleasantness, courtesy, attentiveness, patience, tolerance, adaptability, dependability. Basic Math

INDUSTRY PERSONNEL

(Airline Flight Attendant,
Tour Bus Driver)

Performance Standards/Objectives	
Minimum	
Physical Stength and Stamina	Demonstrate willingness and ability to walk, stand, and bend.
Physical Exam	Demonstrate physical fitness by undergoing examination to determine minimum standards for height, weight, eyesight, and general good health.
Driver's License	Demonstrate skill in driving by possessing a current State driver's license.
Modern Hawaiiana	Demonstrate understanding of the State by identifying points of interest, listing the cultural background and events in the community, reciting geographic facts of the State, and giving directions to important features of the community.
Orientation to Hospitality Industry	Demonstrate understanding of hotel operations and the hospitality industry by acquiring work experiences or knowledge.
Communications	Demonstrate skill in writing words, phrases or simple sentences legibly and in correct grammatical structure.
	Demonstrate skill in speaking to groups in a clear and audible voice.
	Demonstrate skill in good listening.
Human Relations	Demonstrate ability to get along harmoniously with guests and co-workers in the work environment.
Personal Development	Demonstrate pleasantness, courtesy, attentiveness, patience, tolerance, adaptability, and dependability.
	Demonstrate neatness, good grooming, and personal hygiene by applying accepted standards in the work environment.
Math	Demonstrate ability to add, subtract, multiply, and divide figures accurately as required of a high school senior.

What the Workers Do	Skills and Knowledges
Tour Bus Drivers Drive limousine or bus; describe points of interest and Hawaiiana. May make minor mechanical adjustment and maintenance.	**Desirable Requirements** Typing (25-35 wpm) Clerical Procedures: filing, recordkeeping, mail, telephoning, note taking. World Geography Safety Equipment and Procedures First Aid and Emergency Care Food and Beverage Service (for flight attendants) PUC License (for bus drivers)

Personnel

Performance Standards/Objectives	
Desirable	
Typing	Demonstrate skill in typing 25-35 net words per minute.
Clerical Procedures	Demonstrate skill in filing, recordkeeping, telephone techniques, processing mail and note taking: by acquiring experiences in filing procedures; by storing and locating records; by correctly using the telephone and communication techniques; and by illustrating good penmanship.
World Geography	Demonstrate familiarity with countries and regions of the world by identifying locations, names, and important features.
Safety Equipment and Procedures	Demonstrate skill in the use and explanation of safety procedures and safety equipment.
First Aid and Emergency Care	Demonstrate skill in identifying cuts, burns, bleeding, and similar injuries, and applying some assistance before medical help arrives.
Food and Beverage Service	Demonstrate skill in serving food and beverage orders to guests.
PUC License	Demonstrate proficiency in operating a commercial bus by displaying a current PUC License.

SKILLS SURVEY OF HOSPITALITY

Dispatcher Personnel (Airline Dispatcher, Car

What the Workers Do	Skills and Knowledges
(Expedite safe movement of air and ground transportaion vehicles)	Minimum Requirements
Schedule and route movement of special and regular vehicles; give and receive messages on vehicular movements and travel conditions; do regular maintenance of vehicles; issue maps or travel plans.	Driver's License
	Managerial
	Clerical Procedures: filing, telephone techniques.
	Communications: write legibly, speak clearly.
Maintain records of vehicular movements and locations, drivers, calls, emergencies, accidents, mileage, and fuel consumption.	Human Relations
	Personal Development: pleasantness, assertiveness, honesty, and dependability.
Receive and transmit telephone and radio reports of accidents, tie-ups, delays, equipment breakdown, and other operating or mechanical difficulties; dispatch extra vehicles and repair crew to restore service or schedules.	Basic High School Math
Write up rental contracts, compute charges, and deliver cars to clients.	
Apply knowledge of company rules, regulations, and practices.	Desirable Requirements
	Mechanical
	Modern Hawaiiana

INDUSTRY PERSONNEL

Dispatcher, Ground Transportation
Rental Dispatcher)

Performance Standards/Objectives

Minimum

Driver's License	Demonstrate skill in driving a commercial car or bus by possessing a current State driver's license.
Managerial	Demonstrate ability to coordinate, schedule, and staff movement of people and vehicles.
Clerical Procedures	Demonstrate skill in filing, telephone techniques, and note taking: by acquiring experiences in filing procedures; by correctly using the telephone and communication techniques; and by illustrating good penmanship.
Communications	Demonstrate skill in writing words and phrases in correct grammatical structure.
	Demonstrate skill in speaking clearly on telephone and over public address system, or person to person.
Human Relations	Demonstrate ability to get along harmoniously with guests and co-workers in the work environment.
Personal Development	Demonstrate pleasantness, assertiveness, honesty, and dependability.
Math	Demonstrate ability to add, subtract, multiply, and divide figures accurately as required of a high school senior

Desirable

Mechanical	Demonstrate understanding of the functions and operations of vehicles, and recognize correct repair procedures.
Modern Hawaiiana	Demonstrate understanding of the State by identifying points of interest, listing the cultural background and events in the community, reciting geographic facts of the State, and giving directions to important areas of the State.

What the Workers Do	Skills and Knowledges
	Basic Laws and Regulations Business Machines: typewriter (25-35 wpm), 10-key adding machine, PA system, radio. Traffic Control Procedures PUC Licence

Personnel

Performance Standards/Objectives	
Basic Laws and Regulations	Demonstrate understanding of the basic elements of local and international laws pertaining to travel and applying them in the work environment.
Business Machines	Demonstrate skill in using the typewriter, 10-key adding machine, PA system or radio: by correctly typing 25-35 net words per minute, by mastering the adding machine keyboard to 50 net digits per minute, by practicing voice control over public address system and radio to acceptable volume and clarity.
Traffic Controls	Demonstrate familiarity with the required traffic control regulations and procedures.
PUC License	Demonstrate ability to operate commercial vehicles by possessing a current PUC License.

What the Workers Do	Skills and Knowledges
Pilots Operate planes to transport passengers, mail, and freight; review time schedules and travel conditions; contact tower for takeoff and landing; follow federal regulations and procedures; log engine and flight information.	**Minimum Requirements for Pilots** FAA License Federal Requirements Physical Exam
Traffic Controller Control traffic by issuing instructions on radio or phone to approaching and departing planes; alert emergency crew; monitor radarscope; signal aircraft; keep record of messages received.	**Minimum Requirements for Traffic Controller** Federal Tests and Requirements Physical Exam Baccalaureate Degree or Equivalent
Passenger Agent Expedite movement of passengers, freight, and mail through air terminal; oversee cargo loading; verify passengers at boarding gates, signal pilot for clearance; record freight and mail weight, and passenger count.	**Minimum Requirements for Passenger Agent** Physical Exam Basic High School Math Driver's License
	Desirable Requirements for All Reservations and Ticketing Procedures Travel Information: travel schedules, directories, and terminology.

INDUSTRY PERSONNEL

Personnel
Passenger Agent)

Performance Standards/Objectives	
Minimum-Pilots	
FAA License	Demonstrate skill in piloting commercial planes by possessing a current FAA License.
Federal Requirements	Demonstrate skill in piloting commercial planes by fulfilling all federal requirements.
Minimum-Traffic Controller	
Federal Tests and Requirements	Demonstrate skill in completing test requirements and other qualifications.
Baccalaureate Degree	Possess a baccalaureate degree or its equivalent.
Minimum-Passenger Agent	
Math	Demonstrate ability to add, subtract, multiply, and divide figures accurately as required of a high school senior.
Driver's License	Demonstrate skill in driving by possessing a current State driver's license.
Physical Exam-for all	Demonstrate physical well-being by possessing a doctor's certificate of good health.
Desirable-All	
Reservations and Ticketing	Demonstrate skill in confirming reservations by accurately recording and filing them.
Travel Information	Demonstrate ability to read, interpret, and apply the rates, schedules, terms, and related data in travel arrangements.

SKILLS SURVEY OF HOSPITALITY

Recreation Personnel (Activities Social Director,

What the Workers Do	Skills and Knowledges
Schedule and reserve use of recreational facilities; coordinate the use of such facilities for guests.	Minimum Requirements
Enforce safety and company rules and regulations.	Physical Stamina and Good Health
Organize and promote sports, games, crafts, and social activities; prepare signs and sheets; arrange equipment and supplies needed; instruct and coach.	Experience or Special Skill (for activities specialist)
Maintain recreational equipment and supplies.	Managerial
May charge and collect fees.	Communications: write legibly, speak clearly.
May specialize in a sport or activity and be designated as a professional; perform or instruct individuals or groups in such specialized skill.	Personal Development: pleasantness, poise, patience, tolerance.
	Basic High School Math
	Desirable Requirements
	College Degree or Special Education (in performing arts or recreational activity)
	Salesmanship

INDUSTRY PERSONNEL

Worker, Recreation Leader,
Activities Specialist)

Performance Standards/Objectives

Minimum

Physical Stamina and Good Health	Demonstrate physical well-being by possessing a doctor's certificate of good health; and demonstrate ability to exercise regularly.
Experience or Special Skill	Demonstrate skill in a specialized sport such as tennis or golf, or in entertaining, by displaying the special techniques and possessing credentials required of a proficient performer.
Managerial	Demonstrate ability to plan and organize activities.
Communications	Demonstrate ability to write legibly and in correct grammatical structure.
Personal Development	Demonstrate pleasantness, poise, patience, tolerance, leadership, and creativity by practicing them.
Math	Demonstrate ability to add, subtract, multiply, and divide figures accurately as required of a high school senior.

Desirable

College or Special Education	Demonstrate the attainment of special skills by possessing a college degree or training in performing arts or recreational activities.
Salesmanship	Demonstrate ability to persuade and encourage people to participate in perform in activities.

SKILLS SURVEY OF HOSPITALITY

Computer Personnel (Data Processor,

What the Workers Do	Skills and Knowledges
Operate consoles to transfer data from one form to another; print output; read data into and out of digital computers.	Minimum Requirements Business Machines: electric typewriter, calculator.
Mount and position materials onto spindles; set guides, keys, and switches to prepare equipment for operation; select and load input and output units.	Logical Reasoning Basic High School Math
Convert symbolic statements of business problems to detailed logical flow charts for coding into computer language and solution.	Desirable Requirements
Monitor computer to process business data; set control switches on computer and peripheral equipment, and operate equipment.	Computer Console Computer Programming Computer Language
Type computer programs and input data; proof-read copy; insert tape or card; type commands into computer console to correct error or failure, and resume operations.	

INDUSTRY PERSONNEL

Computer Operator, Programmer)

Performance Standards/Objectives	
Minimum	
Business Machines	Demonstrate skill in the use of electric typewriter and calculator by practicing and operating them to proficiency of 40 net words per minute on the typewriter, and 50 net digits per minute on the calculator.
Logical Reasoning	Demonstrate ability to use systems approach to problem solving.
Math	Demonstrate ability to add, subtract, multiply, and divide figures accurately as required of a high school senior.
Desirable	
Computer Console	Demonstrate ability to operate a computer console by identifying the parts, recognizing the terminology, and applying the terms into the machine.
Computer Programming	Demonstrate ability to type information into the computer by identifying the terminology, and by detailing flow charts and coding.
Computer Language	Demonstrate skill in applying the various computer symbols and codes by identifying and applying them in job situations.

APPENDIX A

STATEWIDE EMPLOYMENT ESTIMATES

RESEARCH MODEL

Estimated equations:

$HEMP = 1440.72 + VIS\ 5.97 + T\ 191.29 + D_1(-1087.81) + D_2(-641.72)$

$R^2 = .99 \quad D\text{-}W = 1.88 \quad F = 782.06$

$TEMP = 1797.86 + VIS\ 1.61 + POP\ .0063 + T\ 75.11 + D_1(-227.78) + D_2\ 525.43$

$R^2 = .99 \quad D\text{-}W = 1.48 \quad F = 458.23$

$EEMP = 938.90 + VIS\ 4.29 + POP\ .0087 + T\ 120.80 + D_1\ 182.99 + D_2\ 129.75$

$R^2 = .99 \quad D\text{-}W = 2.04 \quad F = 431.04$

Where:

HEMP = hotel employment

TEMP = transportation employment

EEMP = eating and drinking places employment

VIS = visitors staying overnight or longer

POP = resident population

T = time (1973=22)

D_1 = dummy variable for statehood (1958)

D_2 = dummy variable for visitor count (1964)

R^2 = square of the multiple correlation coefficient

D-W = Durbin-Watson statistic

F = F statistic

The above equations were utilized to estimate industry employment at the state level. This employment was then distributed to the various islands on the basis of the historical trend and anticipated changes in that trend. The

visitor count estimates and the population estimates are given for the forecasted years.

TABLE A-1

VISITOR AND POPULATION ESTIMATES

	1976	1978	1980	1982
Visitors[1] (000)	3,200	4,400	5,300	6,300
Population[2] (000)	872	899	930	956

[1]Visitors staying overnight or longer as estimated in text.

[2]Resident population as estimated by the State of Hawaii.

Changes in labor productivity utilized in the report are given below and stem from estimates made in Long-range Forecasting of Manpower Requirements (1974).

TABLE A-2

PRODUCTIVITY CHANGE 1973-1982
(Percent)

Labor	Percentage
Transportation	4.80%
Hotels	.46
Retail Trade	3.32

Of interest to some readers are the expected levels of hotel rooms in each county over the projection period. This is given below:

TABLE A-3

HOTEL ROOM INVENTORY 1976-82

Islands	1976	1978	1980	1982
Oahu	29,000	36,000	42,000	49,000
Maui	4,800	6,000	7,400	9,000
Kauai	3,100	4,200	5,600	7,500
Hawaii	6,000	7,600	9,400	11,200
	42,900	53,800	64,400	76,700

TABLE A-4

EMPLOYMENT IN THE HOSPITALITY INDUSTRY--STATE OF HAWAII - 1973

Occupational Classification and Job Titles	Hotels	Eating & Drinking	Transportation Services	Air Transportation
Management & Professional				
Per & Lab Rel.	86	30	21	17
Public Relations	15		22	28
Financial Manager	32			12
Credit Manager	10			4
Sales Manager	49	14	17	
Restaurant Manager	125	1202		
Purchasing Manager	63	26		49
Office Manager				11
Accountants	307	45	68	28
Other Managers	907		514	
TOTAL	1594	1317	642	149
Acctg & Clerical				
Bookkeepers	268	146	88	30
Cashiers	485	656		5
[1]Counter Non-Food	781			
Payroll Clerk	14	17	27	4
Receptionists	93	5	51	9
Secretaries	320	38	84	155
Stenographers	103		5	21
Typists	105		20	34
[2]Misc. Clerical	251	50	112	106
TOTAL	2420	912	387	364

[1]Counter Non-Food includes hotel desk clerks, tour desk clerks, mail clerks, car rental clerks.
[2]Miscellaneous Clerical includes reservationists, telephone operators.

TABLE A-5

State of Hawaii - 1973

Occupational Classification and Job Titles	Hotels	Eating & Drinking	Transportation Services	Air Transportation
Food & Beverage				
Bakers	36	16		
Cooks	641	3054	5	
Food Preparers	758	1348		62
Counter-Food	26	1179		
Waiters	2163	6189		
Bartenders	408	667		
TOTAL	4032	12453	5	62
Hskpg & Maintenance				
Laundry Operatives	136			
Maids	2163	6189		
[3]Other Operatives	172	255		285
TOTAL	2471	6444		285
Others: [4]Attendants	134	40	275	5
Bellhops	605			46
Drivers-Bus			157	
Drivers-Taxi			730	
Dispatchers			107	5
Recreation				
Salesmen		172	80	53
Stock Clerks	117	27	10	95
Ticket Agents			127	1314

[3]Other Operatives include groundskeepers, general maintenance personnel, light equipment operators.
[4]Attendants include tour escorts, doormen, busboys, hosts, passenger agents.

APPENDIX B

CORRESPONDENCE, QUESTIONNAIRES ON SKILLS SURVEY, AND OCCUPATIONAL TITLES IN HOSPITALITY INDUSTRY

December 12, 1974

MEMORANDUM

TO:

FROM: Henry Kalani, Statewide Hospitality Education Project Director

SUBJECT: Your Comments and Editing of a Skills Inventory of Company Personnel

I am enclosing a Skills Inventory Survey, which is a check of skills required by your personnel. The information compiled by you and others will give me an updated perspective of the duties, skills, and training/educational needs of the people. Further, it will enable me to develop Statewide instructional programs in preparing and motivating our citizens for the hospitality industry.

The enclosed survey has a number of pages. Each page has five columns. I ask that you edit the information presented in each of the columns in reference to your company personnel.

Column 1. Job Title or Classification. These were compiled from members of the advisory committee on a recent occupational survey. Please cross out, change, or add titles as necessary.

Column 2. Tasks Performed and/or Skills Required. Please look over my list. Some job titles DO NOT have anything listed as I am not familiar with the job and the duties. Kindly add the tasks and skills as experienced by your people.

Column 3. Competency Needed. This column is important. Do jobs require certain aptitude tests, a math proficiency level, a typing skill, or a special skill? Please list them for each occupation. Please note that I have attempted to add some competency levels required, but change them if in error.

Column 4. Equipment Used. Some jobs require the skilled use of equipment on a regular basis. Please add them to the occupations.

Column 5. Other Skills Desired or Needed. This column is also important. I need to know what other knowledges, subjects, and skills would be very desirable or useful on the job. Is attitude important? Is Hawaiiana important? Is a foreign language important? Please list anything that you feel would be appropriate.

I will call you and collect your comments of the Skills Inventory Survey during the week of January 13. I wish to compile your comments of the survey and make a presentation to the advisory committee on January 20.

Thank you for your prompt and courteous attention.

lmf

Enclosure

January 21, 1975

MEMORANDUM

TO:

FROM: Henry Kalani

SUBJECT: Review and Revisions of the Skills Survey

OBJECTIVES:
1. To accurately identify job performance, skills, and competency of employees;
2. To develop college courses to prepare people for specific jobs.

DEADLINE: By February 3, 1975

Narrative

Please look over the enclosed skills inventory survey. In its present form, this is a compilation of comments made by you and others in the sample industry.

In looking at it, perhaps you readily see things that are not relevant or correct; or that some important skills, tasks, or proficiency may have been overlooked.

Perhaps you would like to have some of your people look at their jobs and critique this survey.

In any event, please recheck this second draft of the skills survey very critically, and edit it to reflect as accurate a picture as possible for us.

Based on the final set of skills inventory, the State's community colleges will be able to develop or refine their courses to prepare young adults for the industry. So you can see how important your input is to us.

By mid-February, I plan to meet with other State people and advisory committee members and translate their input into activities for us. I will keep you informed on these developments.

I will plan to call you on or about February 3.

March 6, 1975

MEMORANDUM

TO: Hospitality Industry Advisory Committee Members

FROM: Henry Kalani

SUBJECT: Your Reactions to Updated Skills Survey

Attached to this memo is the updated Skills Survey of the hospitality industry personnel. It has been revised and, hopefully, is more accurate and useful in the revised form.

Please look it over critically, and return the pages to me at the next Advisory Committee meeting, which is March 24, 1975, at 2 p.m., in the AmFac Center Building, C. Brewer and Company Conference Room.

Please look at and react to the following:

What the Workers Do. This column describes the tasks performed by the worker on the job. If you find that some tasks are not described or are incorrect, please note them.

Skills and Knowledges. The skills and knowledges needed by the worker. Note the separation of the minimum and desirable amount of skills and knowledges required by the worker. This is essential for us in terms of the minimum skills we should train the students for. Please check the lists and edit as necessary.

a. Minimum Requirements means the amount needed at the pointe of hire, not all of the knowledges and skill required on the job. What is the minimum needed to qualify for the job?

b. Desirable Requirements means the additional skills and knowledges needed by the worker to do a good job and which are required for the job. These can be obtained after the worker is hired, through job development and training, and educational opportunities provided by company or other.

Earlier Column of "Equipment Used" has been combined under "Skills," and "Levels of Competency" will be described as "Standards of Performance" to be done later.

Mahalo

QUESTIONNAIRE INSTRUMENT
ON SKILLS REQUIRED AND COMPETENCY LEVEL

1. Company name: _____

   Address: _____

2. Location:

   ___Waikiki ___Oahu ___Neighbor Island

3. Type and size:

   ___Hotel ___Number of rooms

   ___Airline ___Eating and Drinking Establishment

   ___Ground Transportation ___Transportation Services

4. Employee job title and classification: _____

5. Skills required of employee before hire: _____

   _____

6. Skills required and acquired after employee is hired: _____

   _____

   _____

7. Knowledges required of employee before hire: _____

   _____

8. Knowledges required and acquired after employee is hired: _____

   _____

   _____

9. Educational requirement of position: _____

10. Type of on-the-job training offered:

___None ___In-service. Describe _____

_____

11. Competency level required of employees:

___Typing ___Shorthand ___Adding Machines

___Calculator ___Posting Machine ___Computer Terminal

___Other business machines (specify)

___Math ___Accounting/bookkeeping (specify)

___Driver's License ___Other license (specify)

___Cleaning equipment (specify) ___Sewing machine

___Mechanical equipment (specify)

___Certification (specify) ___Special tests (specify)

___Health ___Other physical (specify)

___Liquor clearance ___Food preparation (specify) ___Bar

___Dining service ___Menu terminology

___Hawaiiana ___Second language (specify)

INTERVIEW INSTRUMENT ON TASK ANALYSIS

1. Company name: _____

   Address: _____

2. Location:

   ___Waikiki ___Oahu ___Neighbor Island

3. Type and size:

   ___Hotel _____Number of rooms

   ___Airline ___Eating and Drinking Establishment

   ___Ground Transportation ___Transportation Service

4. Employee job title and classification: _____

5. Department or area of work: _____

6. Forms used: _____

7. Machines, equipment, or tools used: _____

   _____

8. Job specifications:

   a. _____Shift begins _____shift ends

   b. Chronological breakdown of job (list below):

c. List any tasks performed occasionally:

OCCUPATIONAL TITLES IN THE
HOSPITALITY INDUSTRY OF HAWAII

Occupational Titles	Hotel	Eating & Drinking	Trans. Services	Air Trans
Management & Professional				
Accountant	X	X	X	X
Asst. Credit Manager	X	-	-	-
Asst. Catering Manager	X	X	-	-
Asst. Chief Engineer	X	-	-	-
Asst. Chief of Security	X	-	-	-
Asst. Convention Service Manager	X	-	-	-
Asst. Executive Steward	X	-	-	-
Asst. Housekeeper	X	-	-	-
Asst. Managers	X	X	-	-
Asst. Restaurant Mgr	X	X	-	-
Auditor	X	-	X	-
Banquet Chef	X	-	-	-
Banquet Service Manager	X	-	-	-
Bar Manager	X	X	-	-
Bell Captain	X	-	-	-
Catering Manager	X	X	-	-
Chief Engineer	X	-	-	-
Chief of Security	X	-	-	-
Chief (Exec) Steward	X	-	-	-
Controller	X	-	X	-
Convention Sales Mgr	X	-	X	-
Convention Service Mgr	X	-	X	-
Credit & Collections Mgr	X	X	X	-
Dining Room (Restaurant) Manager	X	X	-	-
Director of Advertising	X	-	-	-
Director of Guest Services	X	-	-	-
Director of Housekeeping Serv (Exec Housekeeper)	X	-	-	-
Director of Marketing	X	-	X	X
Director of Pub. Rel	X	-	X	-
Director of Sales	X	X	X	-
Employment Manager	X	X	X	X
Escort Service Manager	-	-	X	-
Exec. Asst. Hskpr.	X	-	-	-
Exec. Asst. Manager	X	-	-	-
Exec. Chef	X	X	-	X

Occupational Titles	Hotel	Eating & Drinking	Trans. Services	Air Trans
Exec. Secretary	X	X	X	X
Exec. Sous Chef	X	-	-	-
FIT Manager	-	-	X	-
Food & Bev. Controller	X	X	-	-
Food & Bev. Director	X	X	-	-
Front Office Manager	X	-	-	-
Front Office Supervisor	X	-	-	-
General Manager	X	X	X	-
General Accounting Mgr	X	X	X	-
GIT Manager	-	-	X	-
Golf Pro	X	-	-	-
Grounds Superintendent	X	-	-	-
GIT Sales Manager	X	-	X	X
Group Tour Accounts Coordinator	X	-	-	-
Laundry Manager	X	-	-	-
Maintenance Supervisor	X	X	X	X
Mechanic Supervisor	X	-	X	X
Night Supervisor	X	X	-	-
Pastry Chef	X	X	-	X
Paymaster	X	-	-	-
Personnel Administrator	X	X	X	X
Pilot	-	-	-	X
Properties Superintendent	X	-	-	-
Purchasing Agent	X	X	-	X
Real Estate Manager	X	-	-	-
Regional Manager	X	X	X	X
Resident Manager	X	-	-	-
Room/Lounge Manager	X	X	-	-
Reservations Manager	X	-	-	-
Room Service Manager	X	-	-	-
Show Room Manager	X	X	-	-
Social Director	X	-	-	-
Sous Chef	X	X	-	-
Specialty Chef	X	X	-	-
Sr. Account Exec.	X	-	-	-
Storeroom Manager	X	X	-	X
Superintendent of Services	X	-	-	-
Systems Analyst	X	-	-	-
Systems Manager	X	-	-	-
Tennis Pro	X	-	-	-
Training Administrator	X	-	X	X
Tour & Travel Manager	X	-	X	-
Trans. Service Manager	-	-	X	X
Working Chef	X	X	-	-

Occupational Titles	Hotel	Eating & Drinking	Trans. Services	Air Trans
Non-Management				
Account Clerk	X	X	X	-
Advance Sale	X	-	X	-
Airline (Ramp) Agent	-	-	-	X
Arranger	-	-	X	-
Baker	X	X	-	X
Baggage Handler	X	-	-	X
Banquet Porter	X	-	-	-
Banquet Sales Rep.	X	-	-	-
Bar Porter	X	X	-	-
Bartender	X	X	-	-
Bellhop (Bellman)	X	-	-	-
Bookkeeper	X	X	X	-
Bus Driver	X	-	X	-
Carpenter	X	-	-	-
Cashier-Hostess	X	X	-	-
Cashier	X	X	-	-
Clerk Typist	X	X	X	X
Clerk Steno	X	X	X	X
Computer & Data Processor	X	-	X	X
Computer Programmer	X	-	X	X
Cook	X	X	-	X
Convention Sales Rep.	X	-	X	-
Counter Attendant	X	X	X	X
Custodian	-	-	X	X
Customer Service Agent	-	-	X	-
Decorator	X	-	-	-
Desk Clerk	X	-	X	-
Dispatcher	-	-	X	X
Doorman	X	-	-	-
Driver	X	-	X	-
Driver Guide	-	-	X	-
Electrician	X	-	-	-
Entertainer	X	X	-	-
File Clerk	X	X	X	X
FIT Sales Rep.	X	-	X	X
Flight Attendant	-	-	-	X
Garage Man	-	-	X	-
General Maintenance Man	X	X	X	X
Greeter	-	-	X	-
Groundskeeper	X	-	-	-
Group Sales Rep.	X	-	X	-
Hostess	X	X	-	-
Housekeeper	X	X	-	-
Information Hostess	X	X	X	X
Inspectress	X	-	-	-
Inventory Clerk	X	X	-	X

Occupational Titles	Hotel	Eating & Drinking	Trans. Services	Air Trans
Key (Mail) Clerk	X	-	-	-
Kitchen Utility	X	X	-	X
Laundry Attendant	X	-	-	-
Laundry Service Worker	X	-	-	-
Linen Room Attendant	X	-	-	-
Maintenance Utility	X	X	X	X
Mechanic, (Various Specialists)	X	-	X	X
Painter	X	-	-	X
Pantry Worker	X	X	-	X
Parking & Traffic Attendant	X	X	-	-
Payroll Clerk	X	X	X	-
Passenger Agent	-	-	-	X
Personnel Clerk	X	X	X	-
Plumber	X	-	-	-
Pool Attendant	X	-	-	-
Public Relations Rep.	X	-	X	X
Receptionist	X	X	-	-
Reservationists	X	X	X	X
Recreation Leader	X	-	-	-
Sales Representative, various	X	X	X	-
Seamstress	X	-	-	-
Secretary	X	X	X	X
Security Guard (Watchman)	X	X	-	-
Service Man	X	X	-	X
Social Director	X	-	-	-
Steward	X	X	-	X
Storekeeper (Stock Clerk)	X	X	-	X
Telephone Operator	X	-	-	-
Ticket Agent	-	-	-	X
Tour Conductor (Escort, Guide)	-	-	X	-
Transportation Clerk	-	-	X	X
Travel Agent	-	-	X	-
Upholsterer	X	-	-	-
Waiter/Waitress	X	X	-	-
Wash Crew	-	-	X	-

APPENDIX C

SUMMARY REPORT OF MEETINGS AND CORRESPONDENCE

STATEWIDE INDUSTRY ADVISORY COMMITTEE

SUMMARIZED REPORT OF MEETING

INDUSTRY ADVISORY COMMITTEE
FOR STATEWIDE HOSPITALITY EDUCATION PROGRAM

November 25, 1974 Kapiolani Community College
3:00 p.m. - 4:55 p.m.

Members in Attendance:

Jim Reed, C. Brewer and Company, Chairman
Clement Judd, Hawaii Hotel Association
Bonnie Kaanaana, Island Holiday Resorts
Randy Lee, Halekulani Hotel
Glen Lovejoy, Interisland Resorts
Andrew Lum, Sheraton Hotels-Hawaii
Barbara Nishiiwa, Island Holiday Resorts
Kimo Peltier, Interisland Resorts
Peter Radulovic, Hawaiian Discovery Tours
Jim Osborne, MacKenzie Hawaii
Linda Iwamoto, American Express
Hans Strasser, Colony Surf Hotel
Faye Fujii, United Air Lines
Max Wilhelm, Sheraton Hotels-Hawaii

Henry Kalani, Project Director
Larry Leuzzi, Research Associate
Sol Loo, Kapiolani Community College

1. At 3:10 p.m., Henry Kalani greeted the members to the first meeting of the Statewide Advisory Committee on Hospitality Education. He stressed the significance of the hospitality industry being among the top three industries in 46 of 50 states, and as the No. 1 industry in Florida, Hawaii, and Nevada. Henry also stated that there are 60 colleges and universities in 24 of 50 states offering hospitality education programs, less than .05 percent of the total schools. However, every state has food service training programs, and the number of schools exceed 1,000. Henry stated that Hawaii must keep the hospitality industry as No. 1, and to do this, the academic institutes must offer expanded courses and programs to train, develop, and educate the industry's needed manpower.

2. The advisory committee members in attendance were introduced.

3. Jim Reed, Chairman, took over the floor, and reiterated the project's objectives. He thanked the members for attending and asked that they assist in providing the necessary resources and counsel to the project.

4. Chairman announced the next meeting to be on Monday, January 20, 1975, at 2 p.m., in the Hawaii Building of the American Factors Center, 17th floor, C. Brewer and Company Conference Room.

5. Larry Leuzzi, research associate, was introduced. Larry briefly explained his research methodology, that his study will cover 1976-1982. His main concern will be to determine the manpower growth of Hawaii's hospitality industry. He commented on the growth pattern of the industry in relation to the growth of Hawaii's economy.

6. Questions were raised as to the sources and mobility of manpower supply, and members expressed interest in Department of Education and other State studies. After much discussion, Larry indicated that the demand factor must be equated with the supply factor. If the industry continues to maintain its growth, and if the schools provide expanded training and educational opportunities, then the local people will be more attracted to the industry.

7. Kimo raised the problem of critical labor shortages, i.e., cooks in Kona, and the unsuccessful attempts to initiate a cooks' training program. The matter will be referred to the State director of vocational education, inasmuch as this project cannot answer the immediate question of critical manpower shortage in Kona.

8. The target date of the project implementation is 1976.

9. Chairman Reed asked that the advisory members look over and complete the occupational classification list provided. He asked that the completed list be returned to Henry by December 6.

10. It was announced that in a few weeks the advisory committee members will be receiving a report to critique the staffing ratio for occupations in the industry. This study, with its modifications, will be the basis for projecting manpower growth through 1982.

11. Discussion returned to the concern for local manpower supply for the industry. Members of the schools indicated that they too are concerned. A good Statewide college program, active recruiting activities, and the continued growth of tourism should work out the demand-supply factor.

12. Hans brought up the matter of legislative program. Advisory members may be asked to assist in getting funds to implement the college programs in the State.

13. Meeting adjourned at 4:55 p.m.

REMINDER:

1. Return Occupational Classification List to Henry Kalani by December 6.
2. Larry Leuzzi will mail out the manpower data in December.
3. Next Advisory Committee meeting on January 20, 1975, at 2 p.m., Hawaii Building, AmFac Center, 17th floor.

SUMMARIZED REPORT OF MEETING

INDUSTRY ADVISORY COMMITTEE
FOR STATEWIDE HOSPITALITY EDUCATION

January 20, 1975
2:00 p.m. - 3:30 p.m.

C. Brewer & Co. AmFac Center
Conference Room

Members in Attendance:

James Reed, C. Brewer & Company, Chairman
Nate Cockett, Capitol Investment Company
Clement Judd, Hawaii Hotel Association
Juan Aquinde & Barbara Nishiiwa, Island Holiday Resorts
Glen Lovejoy & Kimo Peltier, Interisland Resorts
Andrew Lum & Max Wilhelm, Sheraton Corporation
Peter Radulovic, Hawaiian Discovery Tours
Jim Osborne, MacKenzie Tours Hawaii
Dale Weidmer, United Air Lines
Dave Thompson, ILWU, Local 142
Dick Tam, AFL-CIO, Local 5

Henry Kalani, Project Director
Larry Leuzzi, Research Associate
Sol Loo, Kapiolani Community College
Sam Shigetomi, State Office of Vocational Education

1. Chairman J. Reed welcomed the members to the second meeting of the Advisory Committee for Statewide Hospitality Education, held at the C. Brewer and Company Conference Room.

2. Larry Leuzzi discussed the tentative report on the manpower requirements in the hospitality industry. A copy of his draft report was circulated to the members. The report shows a growth, by 1980, of 5 million visitors, 64 thousand hotel rooms, and employment estimates of 90 percent increase in hotel, 46 percent in eating and drinking places, 30 percent in transportation (except air). Some of the members asked about the sources of information, whether potential technological changes were accounted for, as well as the current economic conditions. Several members also questioned the optimistic projections, and see a more conservative, or moderate expansion. After much discussion, it was decided to accept the research data, with annual updating of figures.

3. Henry Kalani distributed the preliminary skills survey in hotel and transportation occupations. It was a compilation of information gathered from 8 hotels, 5 tour and transportation services, and 3 airlines. Further refinement of the skills survey will be done in February.

4. Chairman Reed announced the third meeting will be on Monday, March 17, 1975, at the C. Brewer and Company Conference Room, 2:00 p.m. Provosts from the community colleges will be invited to attend. The agenda of

the next meeting will be the recommended courses in the Statewide hospitality education program.

REMINDER: Next meeting on Monday, March 17, 1975
C. Brewer & Company Conference Room
17th floor, Hawaii Building, AmFac Center
Parking--entrance on Nimitz Highway.

(The meeting has been changed from March 17 to Monday, March 24, 1975).

January 28, 1975

MEMORANDUM

TO: Industry Advisory Committee Members for Statewide Hospitality Education

FROM: Henry Kalani

SUBJECT: Suggestions on Courses and Training Programs in Hospitality Education

Please send to Jim Reed your suggestions on:

I. The type of courses (subjects) that should be offered in the community colleges for those students who plan to enter the industry. At present, some of the colleges offer a program including business, foods, and hotel courses.

Suggested Courses are:

II. Also, we would like to know your interest and need for short-term training and upgrading programs. These are not part of the regular college offerings, but will be offered according to expressed need. In the past, we had requests for, and put on: AHMA Courses, Certified Housekeepers, Apprentice Cooks, Specialized Culinary Courses, Supervisory Development, Hawaiiana, Dining Room Service.

Suggested Programs are:

NOTE: Please turn in your suggestions to Jim Reed by March 1, 1975.
Address: Mr. James Reed, Vice President
Tourism & Travel
C. Brewer & Company
P.O. Box 3470
Honolulu, HI 96801

C. BREWER AND COMPANY, LIMITED

James A. Reed
Vice President, Travel and Tourism

P. O. BOX 3470
HONOLULU, HAWAII 96801
TELEPHONE (808) 538-4481
CABLE ADDRESS: BREWER

February 6, 1975

Dr. Fred Haehnlen, Provost
Kapiolani Community College
620 Pensacola Street
Honolulu, Hawaii 96814

Dear Dr. Haehnlen:

As Chairman of the Statewide Industry Advisory Committee for Hospitality Education, I invite you, and other Community College Provosts, to meet with us on March 24, 1975, at 2:00 P.M. The Members of the Advisory Committee, who are advising in the development of an exemplary consortium project, have expressed keen interest in meeting the Provosts.

A list of the Advisory Committee Members is enclosed for your interest.

The Advisory Committee meeting will be on Monday, March 24, 1975, in the C. Brewer & Co.'s Conference Room, located on the 17th floor of the Hawaii Building, Am Fam Center. Parking entrance is from Nimitz Highway.

We look forward to meeting with you and establishing a closer relationship in assisting with your educational objectives.

Sincerely,

James A. Reed

SUMMARIZED REPORT OF MEETING

INDUSTRY ADVISORY COMMITTEE
FOR STATEWIDE HOSPITALITY EDUCATION

March 24, 1975
2:00-3:30 p.m.

C. Brewer & Co. Conference Room
AmFac Center

Members in Attendance:

Jim Reed, C. Brewer and Company, Chairman
Nate Cockett, Capitol Investment Company
Clement Judd, Hawaii Hotel Association
Bonnie Kaanaana, Island Holiday Limited
Barbara Nishiiwa, Island Holiday Limited
Andrew Lum, Sheraton Hotels Hawaii
Max Wilhelm, Sheraton Hotels Hawaii
Jim Osborne, MacKenzie Tours-Hawaii
Dick Tam, Local 5, AFL-CIO
Fred Lee, ILWU
Dale Weidmer, United Air Lines

Henry Kalani, Project Director
Larry Leuzzi, Research Associate
Sol Loo, Kapiolani Community College

Guests (Provosts):

Walter Chun, Director of Community College Services
Al Goto, Dean, Hawaii Community College
Clyde Yoshioka, Provost, Honolulu Community College
Fred Haehnlen, Provost, Kapiolani Community College
Edward White, Provost, Kauai Community College
Ralph Miwa, Provost, Leeward Community College
LeRoy King, Provost, Windward Community College
Sanae Moikeha, Provost, Maui Community College

1. Meeting was called to order at 2:05 p.m. by chairman Jim Reed. Community College Provosts were introduced.

2. Larry Leuzzi reported on his research activities. His projection is for a 10 percent annual growth of the visitor industry, whereas the recent past showed a 20 percent annual activity growth. The projection through 1982 is as follows: 68,000 hotel rooms Statewide, 6.3 million visitors, and net manpower expansion of nearly 20,000.

3. Henry Kalani reported on his Manpower Skills Survey. Earlier, advisory committee members received copies of the survey; the Manpower Projections by County; and the Occupational Titles Survey. Henry reported that his survey was based on observations of workers and on interviews, as well as tabulation of survey data.

4. Provost Miwa asked for clarification of his role at this meeting, and the methodology of the project. Chairman Reed asked that he refer to his letter of February 6 inviting the community college provosts "to meet and establish closer relationships in assisting with your educational objectives." Henry clarified the methodology of his survey and project as a primary research: identify the industry, determine skills required by industry, and draw conclusions based on such data. Others agreed that this approach in developing a curriculum is desirable and serves as a model for future development of curriculums.

5. Lengthy discussions centered around the type of training activities on the neighbor islands. Fred Lee and Dick Tam mentioned the lack of trained manpower in certain skills (cooks and refrigeration maintenance personnel) and the lack of trainers in those areas. The unions have established their own training programs. Andy Lum also mentioned that Sheraton Maui has started its own training programs, such as dining, housekeeping, and maintenance.

6. Questions were raised as to the recruitment by community colleges of high school students into the hospitality programs, especially on Maui. Provost Moikeha responded that some recruitment is being done, but it could be more intensive and organized. Other comments centered on the fact that if industry is attractive enough, recruitment of young people into colleges and into the industry would be much easier.

7. Some discussions centered on the level of training and job opportunity for the young adults. Dick Tam expressed concern that the employees start at the entry level and obtain career development through promotions. Some provosts expressed the upgrading type courses available on their campuses through the cooperation of the respective unions. Nate Cockett stated that educational opportunity should be available to anyone to advance himself educationally beyond the entry job opportunities if he so wishes.

8. Concerns were also expressed about tailoring the hospitality programs to meet specific needs as necessary. The consensus of opinion was the need for full-time college programs as well as short-term programs to meet special needs.

9. Some of the provosts expressed concern of cost factors in establishing skill courses for industry's needs. Provost Miwa mentioned the high cost per student of Leeward Community College's food service program. Larry Leuzzi suggested that we address ourselves to the results of such programs in terms of employment and the benefits to the State. The idea of mobile classrooms was discussed as an alternative type of training on neighbor islands.

10. Lastly, Chairman Reed reported on the suggestions made as to the type of short-term courses that are needed. They centered around the virtues of the visitor industry and Hawaiiana. Other suggestions included management, hotel operations, and business courses.

11. Meeting was adjourned at 3:30 p.m.

Next Meeting: Monday, May 19, 1975
2:00 p.m.
C. Brewer Co. Conference Room
17th Floor
AmFac Center
(Parking from Nimitz Highway into center parking lot)

Call Judy, Jim Reed's secretary, at 521-1802 on any questions.

Agenda: Summarization of progress to date
Activities for the coming months
Your recommendations

SUMMARIZED REPORT OF MEETING

INDUSTRY ADVISORY COMMITTEE
FOR STATEWIDE HOSPITALITY EDUCATION PROGRAM

May 19, 1975
2:00-3:15 p.m.

C. Brewer & Co.
Conference Room

Members in Attendance:

Jim Reed, C. Brewer and Company, Chairman
Bonnie Kaanaana, Island Holidays Limited
Barbara Nishiiwa, Island Holidays Limited
Andrew Lum, Sheraton Hotels Hawaii
Max Wilhelm, Sheraton Hotels Hawaii
Randy Lee, Halekulani Hotel
Jim Osborn, MacKenzie Hawaii
Dave Thompson, ILWU
Dale Weidmer, United Air Lines

Henry Kalani, Project Director

Guests:

Ken Kamimura, Leeward Community College
Sol Loo, Kapiolani Community College
Mel Sakaguchi, Windward Community College

1. The meeting was called to order by Chairman Jim Reed. Henry Kalani introduced the three community college deans who came to review the progress of the project with advisory committee members. The deans were asked about their management role in the organizational structure of a college. The responsibilities of a dean are primarily with curriculum development and implementation. The deans expressed their support and keen interest in the development of a Statewide hospitality education curriculum with the active involvement of an advisory committee.

2. Henry Kalani reported that the industry growth projections and the manpower skills survey were in final draft form. Randy Lee, Dave Thompson, and others expressed interest in reviewing the final pages of the project's manuscript. Henry agreed to duplicate and distribute the manuscript in a few days and welcomed any comments. The deadline for final review is June 5. The manuscript will then be prepared for printing, with circulation set for September.

3. Bonnie Kaanaana and Dale Weidmer commented on the skills survey, suggesting that requirements of the job should be reflected as well as how the worker performs. Henry clarified the findings, that were arrived at through actual observations of workers and through interviews with management staff.

4. Chairman Reed asked members on their interest to continue serving on the Statewide Industry Advisory Committee for Hospitality Education. No one declined. Jim Reed also asked for additional persons to consider serving on the advisory committee.

5. The next meeting of the Industry Advisory Committee will be in September. Notice of the date, time, and place will be made later.

APPENDIX D

CONFERENCE REPORTS AND CORRESPONDENCE OF CAMPUS REPRESENTATIVES

January 31, 1975
9:00 a.m.-4:00 p.m.

Kapiolani Community College
Conference B

STATEWIDE CONFERENCE ON
HOSPITALITY EDUCATION TO FORMULATE
A CURRICULUM GUIDE

A G E N D A

9:00 A.M. Commencing of Conference

Review of Manpower Projections and Requirements

Review of Skills Survey

* * *

10:00 A.M. Coffee Break

* * *

10:15 A.M. Discussion on Possible Courses

Review Other College Programs

* * *

12:00 P.M. Lunch Break

* * *

2:00 P.M. Discuss Curriculum Ideas
TIM Dean Broten is guest

Suggestions on A-V Materials

* * * * *

February 4, 1975

MEMORANDUM

TO: Bud Carter, Kauai Community College
Ron Daniels, Maui Community College
Herb Halberg, Honolulu Community College
Ken Kamimura, Leeward Community College
Sol Loo, Kapiolani Community College
Mel Sakaguchi, Windward Community College
Mamie Shaffer, Hawaii Community College
Sam Shigetomi, State Director of Vocational Education

FROM: Henry Kalani

SUBJECT: A Brief Report of January 31 Meeting on the Exemplary Project-Curriculum Guide in Hospitality Education; and Suggested Future Activities for the Project

1. Mahalo nui loa to you for participating in the Exemplary Consortium Project on January 31, at Kapiolani Community College. The exchange of information, ideas, and direction for a statewide project was very fruitful.

2. Some highlights of the meeting:

   a. Reviewed the Manpower Projections Study. Suggestions are to include projected tourists, identified as to geographic and ethnic background; statistical data on immigrants employed in hotels; and include additional job titles as related to the hospitality industry.

   b. Discussed the Skills Survey. Approved the methodology of studying Hawaii's hospitality industry and developing a curriculum guide based on its requirements. The traditional approach is to review other colleges to formulate a new curriculum. Members agreed that the skill requirements and manpower needs should be studied in detail.

   c. Write Behavioral Objectives. Members recommended that Henry write behavioral objectives for the identified skills. These will form the basis of courses or modular units.

   d. Select job titles that show significant growth and include their skill requirements in the hospitality education curriculum.

e. Develop modular units. These units may be combined to form courses and curriculum in a Statewide hospitality education program.

f. Recommended that the project be used as a pilot in developing Statewide curriculums, and that a State coordinator in hospitality education be approved.

g. Recommend that the Council of Provosts be approached to support this exemplary project to develop a curriculum guide in hospitality education.

3. In the subsequent weeks, I have agreed to do the following things:

a. Refine the Skills Survey of workers in the hospitality industry; detail the tasks performed, levels of competency, and list the required skills. Part of this work will be done by interviewing selected workers, managers, personnel directors, and union representatives. Observations will be made of selected employees to verify the gathered information.

b. Refine the Manpower Requirements Study by gathering additional data on the description of tourists, and include additional job titles and their manpower requirements.

c. Write behavioral objectives for the identified skills of hospitality employees.

4. A second Statewide meeting will be held in March or April. The objectives of the meeting will be:

a. To review the Skills Survey and accept the information for inclusion in the Curriculum Guide.

b. To review the Manpower Requirements Study and accept it for inclusion in the Curriculum Guide.

c. To discuss the behavioral objectives and approve them.

d. To recommend the directions for next year's project, to core curriculum, and short term or modular units.

5. Paul Broten, UH School of TIM, met and agreed to work closely together. He is seriously considering transferability; also is revising his curriculum to include more food courses.

MAHALO NUI LOA

cc Provosts
Sam Shigetomi
Sybil Kuli
Larry Leuzzi

February 11, 1975

MEMORANDUM

TO: Bud Carter, Kauai Community College
Ron Daniels, Maui Community College
Herb Halberg, Honolulu Community College
Ken Kamimura, Leeward Community College
Sol Loo, Kapiolani Community College
Mel Sakaguchi, Windward Community College
Mamie Shaffer, Hawaii Community College

FROM: Henry Kalani

SUBJECT; County Manpower Studies and Proposed Date of the Second Statewide Meeting on Exemplary Project

1. Larry Leuzzi advises me that each county's planning department has some research data available. These studies have projected information on manpower and tourism growth. Please contact your county office and obtain copies of the research document.

   On Hawaii: "Economic and Market Analysis: Hilo County Development Plan for Hilo, Hawaii," by Belt, Collins and Associates by Real Estate Research Corporation. Contact Director Ray Suefugi's office.

   On Maui: "Open Space and Outdoor Recreation Plans," by Marshall, Kaplan, Gans, Yamamoto, and Associates. Contact your planning office.

   On Kauai: Title uncertain. Research studies by Marshall, Kaplan, Gans, Yamamoto, and Associates. Contact your county planning office.

   Would also appreciate your reactions to the studies.

2. After careful review of my activities and consultation with Advisory Committee Chairman James Reed and Dr. Shigetomi, I suggest that our second meeting be April 4-5, 1975 on Kauai. Our working sessions will be in conjunction with the Hawaii Hotel Association's quarterly meeting at Coco Palms Resort.

   This would afford us the opportunity to meet some of the hotelmen, including members of our Advisory Committee.

3. I envision an all-day work session on April 4:

a. To finalize and approve the Manpower Requirements Study.

b. To select the occupations for consideration in the Guide.

c. To review and approve the behavioral objectives of the identified occupations and skills in the hospitality industry Skills Survey.

d. Discuss and recommend the activities of the project for the next fiscal year.

4. In addition to the opportunity of working on Kauai and meeting some of of the hotelmen, an important consideration of an April meeting is the fact that my timetable is being altered. At present, I have great difficulty in observing workers and in interviewing management personnel due to the full occupancy and heavy tourist trade on Oahu. I will not be able to submit any refinement of the Skills Survey and Manpower Requirements Study until late March.

cc Provosts

February 25, 1975

MEMORANDUM

TO: Bud Carter, Kauai Community College
Ron Daniels, Maui Community College
Herb Halberg, Honolulu Community College
Ken Kamimura, Leeward Community College
Sol Loo, Kapiolani Community College
Mel Sakaguchi, Windward Community College
Mamie Shaffer, Hawaii Community College
Sam Shigetomi, Vocational Education Office

FROM: Henry Kalani

SUBJECT: Additional Information on our Second Statewide Conference on Exemplary Project and Related Matters

1. Second Conference Information
Arrive on Kauai Thursday, P.M., April 3; Kauai Beach Boy Hotel.
Project's Conference Friday, April 4, beginning 8:00 a.m. and run all day. Place. . .perhaps Kauai Beach Boy or the Kauai Community College.
Friday, April 4 evening, an optional choice to join Hawaii Hotel Association members for cocktails, pupus, and dinner.
Saturday, April 5, 8:30 a.m., participate in Hawaii Hotel Association conference.
Saturday, April 5, end.

2. Tentative Agenda for Second Conference.
Edit and approve behavioral objectives of Skills and Knowledges needed by hospitality industry personnel.
Review Manpower Requirements Studies, State and Counties.
Select manpower to be included in curriculum guide.
Recommend core of objectives or courses for the guide.

3. Submit Materials to Project Director.
Please forward your county's studies on projected tourism and manpower growth to me as soon as possible.
Also, I would appreciate reactions or information on skills survey from Hawaii and Maui.

4. Materials to be Forwarded to Campus Representatives.
Plans are to mail to you on or about March 15, 1975, the following materials:

Larry Leuzzi's final copy of Manpower Requirements Study; Skills Inventory Papers, including tasks performed; skill and knowledges needed; and behavioral objectives; and other pertinent materials.

I hope all of you are planning to be on Kauai and participate in the Hospitality Education Exemplary Project as well as the Hawaii Hotel Association Quarterly Meeting. As I indicated to you in the February 11 memo, this will be an opportunity to meet some of our Advisory Committee members and other hotelmen, and exchange ideas on the hospitality industry and manpower development.

Please arrange with your fiscal officer for a P.O., and make your own air flight arrangements. The account number for the project is G 75 221 F 478 K 702. The per diem is $25 per day for two days.

The Hawaii Hotel Association has not circulated the details of the quarterly meeting, but past experiences indicate that the hotel lodging is reasonable, whether for one or two (usually $15 per night per room), and Friday dinner is also a bargain. Golf, tennis, and other recreational facilities will also be available.

Please write or call me on any questions or details.

April 4, 1975
8:00 a.m.-4:00 p.m.

Coco Palms Resort
Lihue, Kauai, Hawaii

SECOND STATEWIDE CONFERENCE ON
HOSPITALITY EDUCATION TO FORMULATE
A CURRICULUM GUIDE

A G E N D A

8:00 A.M. Review Manpower Projections by County

Review Skills Survey

* * *

10:00 A.M. Discuss Behavioral Objectives

* * *

12:00 P.M. Lunch Break

* * *

1:00 P.M. Continue Discussion on Behavioral Objectives

* * *

2:30 P.M. Recommendations and Summarization of Conference

* * * * *

April 25, 1975

MEMORANDUM

TO: Bud Carter, Kauai Community College
Ron Daniels, Maui Community College
Herb Halberg, Honolulu Community College
Ken Kamimura, Leeward Community College
Sol Loo, Kapiolani Community College
Mel Sakaguchi, Windward Community College
Mamie Shaffer, Hawaii Community College
Sam Shigetomi, State Director of Vocational Education

FROM: Henry Kalani, Exemplary Project Director, "Curriculum Guide for Hospitality Education"

SUBJECT: A Report of the Second Conference of Statewide Campus Representatives for Project.

1. Meeting was held at the Coco Palms Resort on Kauai, April 4, 1975, in conjunction with the Hawaii Hotel Association.

2. Reviewed the materials on manpower requirements, county and state plans, task analysis, and performance objectives.

The following agreements were reached during this conference.

2a. On Curriculum. Cooperative education should be an integral part of the instructional program. On-the-job training should be stressed.

Standardized instructional materials and individualized learning packages should be purchased or developed and used by the colleges.

This project should be a pilot demonstration for a move toward Statewide coordinated curriculum.

Condominium management should be included in the curriculum.

2b. On Instructions and Training. Self-instructional materials and pre-service, as well as in-service training experiences should be made available.

Correlate apprenticeship training by the college with what is actually happening in industry.

The use of computer terminals should be made available for training purposes.

Consider itinerant faculties and mobile classrooms, especially in the neighbor islands, as the instructional or training needs are required.

3. Timetable for the exemplary project was suggested as follows:

   3a. Phase I. Complete by summer, 1975: manpower requirements, task analyses, and performance objectives.

   3b. Phase II (1975-1976). Select certain occupations and develop standardized curriculum. Implement on campuses capable of handling pilot projects.

   3c. Phase III (1976-1977). Implement and coordinate on a State-wide basis. Use itinerant faculties and mobile classrooms.

4. A review of manpower requirements indicates that occupations in the hospitality industry that will be significant are: food and beverage, accounting and clerical, managerial, housekeeping and maintenance, and transportation. Curriculum guide should include courses to train persons for these jobs.

5. It was further recommended that close articulation be maintained between industry and the teaching institutions. This will eliminate those kinds of problems which we now encounter when industry makes demands for training of personnel, and the colleges are locked into traditional curriculums thereby not meeting industry's needs. The colleges should have programs that will bring industry's immediate needs into a closer relationship with course and program offerings.

6. Suggestions were made that the project be extended into this summer to prepare two instructional packages: general cooks and modern Hawaiiana. The Cooks Program and Modern Hawaiiana will be offered in the Fall, 1975, in areas which offer job opportunities but lack training opportunies.

   The Cooks Program will be prepared by a Leeward Community College faculty, and the Modern Hawaiiana will be prepared by a Windward Community College faculty.

June 12, 1975

MEMORANDUM

TO: Bud Carter, Kauai Community College
Ron Daniels, Maui Community College
Herb Halberg, Honolulu Community College
Ken Kamimura, Leeward Community College
Sol Loo, Kapiolani Community College
Mel Sakaguchi, Windward Community College
Mamie Shaffer, Hawaii Community College

FROM: Henry Kalani, Project Director

SUBJECT: Report on the Final Review of the Exemplary Project "Curriculum Guide for Hospitality Education"

1. Circulated the completed Exemplary Project to campus representatives on Wednesday, May 14, for final review.

2. Invited the Oahu community college representatives to attend the next Statewide Industry Advisory Committee for Hospitality Education on Monday, May 19, at 2:00 p.m. in the C. Brewer and Co. Conference Room, AmFac Center. Ken, Sol, and Mel attended the meeting.

3. Met with Mamie Shaffer on May 26, at Keauhou Beach Hotel in Kona to review the project. The all-day session was very fruitful. Mamie made significant input into the skills survey.

4. Met with Ron Daniels on May 31, to review the project. Additional information from persons contacted by Ron in Maui were considered in reviewing the skills survey of the project.

5. Met with Ken Kamimura, Sol Loo, and Mel Sakaguchi on June 2, at Kapiolani Community College to review the project. The report was accepted with the recent additions. Members were informed that Molly Tani of Kapiolani Community College would be editing the report before publication.

   Further, the representatives expressed interest in the future activities of the exemplary project:

   a. That the project be continued for another year to develop the curriculum on a Statewide concept as planned

b. That the Food Service and Hawaiiana Modules be developed during the summer, utilizing a Leeward Community College faculty member for the food service units

6. Mel Sakaguchi expressed interest in the implementation of some of the courses on the Windward Community College campus during the coming academic year.

7. Announced the deadline of June 30 for final changes. On June 30, the project will be presented to Sam Shigetomi for printing.

APPENDIX E

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